

ADM.
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Sales management

MAY 15, 1936
TWENTY CENTS

In Business Management
Does It Pay to Try
to Save the Unfit?

BY SAUNDERS NORVELL

\$2,000,000 of Tie-Up
Advertising Greets
"Queen Mary's" Debut

Announce Speakers for
Federation of Sales
Executives Meeting

THE MAGAZINE OF MODERN MARKETING



CAUSE OF DEATH UNKNOWN

Such an epitaph could be written across many a lost order. Your salesman has to guess why he didn't make the sale. The chances are that someone whom he has never even seen, killed it.

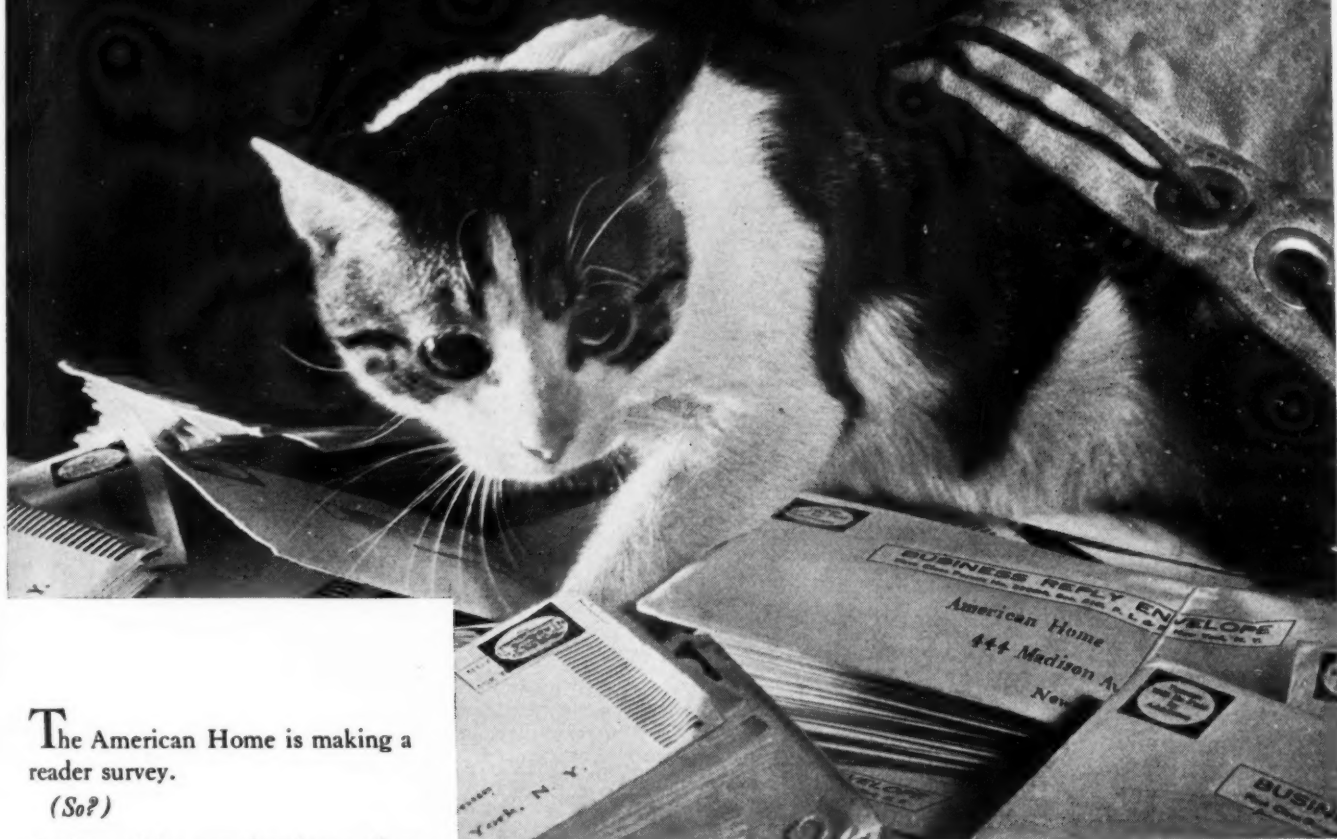
Not that the men up and down the line, the department heads, the officers, the engineers take an unnatural delight in killing orders. It is simply that they can make their final decisions only on the basis of the information they have. If they don't know about a product or service—be it the best in the world—they will not buy. How much they know about your product, its latest improvements, its newest developments, often depends on how steadily you have hammered those points.

FORTUNE is one of the most forceful hammers business can use for driving selling points home. Its well read pages offer a direct approach to a large percentage of the men up and down the line in American business and industry. Take for example one large electrical company in which 248 men in key positions subscribe to FORTUNE. Or a large oil company which has 92 important FORTUNE subscribing men.

And they (89% of them) tell us they read the advertising pages first. Many is the case in which the unknown death of your orders can be eliminated by a surprisingly small investment in a FORTUNE campaign.

FORTUNE 135 EAST 42ND STREET, NEW YORK CITY

LETTING THE CAT OUT OF THE MAILBAG



The American Home is making a reader survey.

(So?)

But it won't be complete for another month or more.

(Then why talk about it now?)

We couldn't keep it a secret any longer. We're too excited.

(What's so hot about a reader survey?)

Ask our mailmen, ask our stenographers, ask our tabulators. No, on second thought, don't ask them. They're swamped.

(Go on...)

We're getting questionnaires back by the thousands, filled out completely from Question 1 to Question 39,

... and letters — two pages, three

pages, four pages — coming in with the questionnaires,

... photographs of people's homes, their children, their dogs and cats,

... and checks for subscriptions, pinned to questionnaires we put in our newsstand copies.

Results? We can't give them out yet. But we do want to take back — here and now — everything we've told you

about reader interest in The American Home. *We want to make it twice as strong.*

Meantime... Some facts to chew on

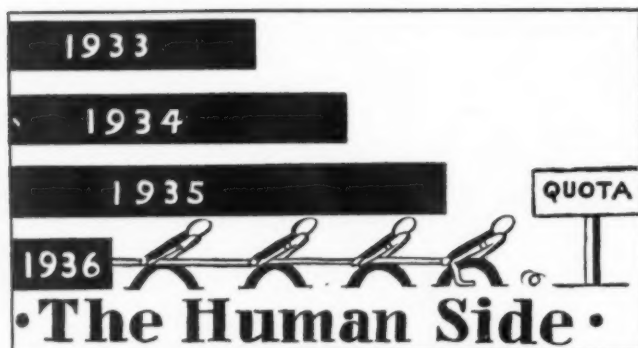
CIRCULATION — June guarantee — **850,000**
... an increase of 239,000 over June, 1935.

ADVERTISING LINEAGE —

1st four months, 1936 ... **112,425** lines
... an increase of **34,997** over the same period in 1935. Percent of increase **45.2%**.
Percent of increase all monthly magazines, **10.01%**.

There's no place like

The
AMERICAN HOME
America's No. 1 medium for advertisers
who sell anything for the home



How An Ad Campaign Was Born

George Bijur, v.-p. of Fletcher & Ellis, ad agents, spied some packages of luggage labels in a mid-town Manhattan store recently, and another advertising theme was started.

The labels were from foreign hotels and would-be travelers could paste them on their South Norwalk and East Canarsie baggage and then brag about the cocktails at Shepherds', in Cairo; the Mount Everest, in Darjeeling, India; and other far places of the earth. For the fourth part of a dollar, anyone could obtain as many labels as Burton Holmes collects legitimately in a year's globe-trotting.

Alert Adman Bijur, ever on the lookout for something to help sell more Hiram Walker's Canadian Club whisky, bought the last two packages of labels. Then he cabled to Helsingfors, Milan, and so forth, asking if the hotels in those cities served Canadian Club. Caravansaries with American representatives were queried by telephone. Some 90% of the hotels not only served but featured C. C.

It was no trick at all for Fletcher & Ellis layout lads to sprinkle an assortment of those colorful labels down the side of a page, put a big bottle of C. C. where it couldn't be missed, and add the headline, "The taste treat that changed highball habits in 87 countries." That was the first of the series, all in color.

Snowdrifts of consumer mail and reports from wholesalers and package stores really dictated the follow-up ads which dramatized the world-wide popularity of C. C. These were as painstakingly



Hiram Walker's Manhattan Hindus

prepared as the first. The current one pictures a Spanish senorita pouring a nip for an Americano while her beaming father looks on. Nickolas Muray, crack color photographer, had Mrs. Miguel Covarrubias, wife of the cartoonist, pose for him. The pink background is honest-to-Granada Spanish stucco and the iron grille is the McCoy. Mrs. Covarrubias' white lace mantilla was borrowed from a Spanish great lady living in New York. It has been in her family for four generations. Some three days were spent hunting up the props, for "we wanted to be sure not to allow any inaccuracies to creep in" to affront Spanish sensibilities.

Another forthcoming ad, headlined "A Dutch treat from North America," has tulips and windmills behind a pair of Hollanders. The Mynheer is offering a tourist a glass of —guess what whiskey. Both the tulips and windmills were photographed in the Netherlands, then stripped in behind Mr. Muray's models. Thus, "no tulip expert could carp, and ditto for windmill authorities."

Third of the series, which will not run until June, is titled "To find it in Bombay, of all places," and depicts a native couple extending hospitality to a visitor. Locating these models was a week's job. They had to be high-caste natives of Bombay and it was essential that the girl be easy on the eyes. When you see her you'll agree that all specifications were met. A small red mark between her eyebrows is the caste mark. Collaborating with the models on the costumes were members of the British Consulate and editors of Asiatic magazines.

"Men being the principal purchasers of liquor," explains Mr. Bijur "we felt it important to include in each advertisement a picture of an attractive woman, but to avoid any criticism we made it a point never to show the woman drinking and not even to show a glass intended for her."

Readers of *Red Book*, *Collier's*, *Cosmopolitan*, *Esquire*, *New Yorker* and *Time* will not, of course be aware of the brain- and leg-work behind the ads. All they will realize, Fletcher & Ellis hope, is "wherever there's good living, you'll find Hiram Walker's Canadian Club."

In Case of Murder

On the morning of Good Friday, April 10, Mrs. Nancy Evans Titterton was strangled to death in her apartment in the prosperous Beekman Place section of New York. Ten days later, a young upholsterer who delivered a repaired love-seat at the Titterton home on Good Friday, confessed to the murder.

The young man, it was said, had forced entrance to the Titterton apartment and had strangled her. Later that day, bearing the repaired love-seat, he had returned with his employer, who discovered Mrs. Titterton's body.

New York newspapers, of course, were full of the story. They were also fairly full of articles by and interviews with police officials and other authorities on what people might do about intruders.

On Monday, April 13, Segal Lock & Hardware Co., quoting Inspector Arthur Carey in the *Daily News* began a campaign in that newspaper for its Segal automatic chain door lock as a factor in domestic safety. The campaign, through Friend Advertising Agency, was widened rapidly to include—still reproducing quotes from authorities—the *Times*, *Mirror* and *Herald-Tribune*. It is now running, in smaller space, in all nine general New York City dailies, and in the *Jewish Journal*, *Forward*, *Day* and *Freiheit*. It may be extended, on the same theme, to other cities.

The plan was conceived by Louis J. Eitl, of Segal's hardware sales department.

The present Segal chain door lock is an improvement, made two years ago, of an original Segal "burglarproof" lock invented

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EXECUTIVES— *We've been bagging* SALES STATISTICS *for years*

DO YOU KNOW—

—that of 8,307 grocery stores in Chicago, 43.3% of the dealers do over 80% of the total independent dealer volume?

—that while 760 independent drug stores of the total 1,801 are of vital importance, there are also 477 other independent dealers (or 1,237 in all) that must be contacted to operate successfully in the Chicago market?

—that of the 950 hardware outlets, 341 of them are in 121 shopping districts and do better than 85% of the independent dealer volume?

—that of 267 refrigerator dealers, 69 sell more than 70% of the independent dealer volume?

—that 93 radio dealers, or 28% of the 332 dealers, do over 74% of the independent dealer volume?

—that of 222 independent washing machine outlets, 56 or 18.9% do over 74% of the independent dealer volume?

These are only a few of the vital facts that we know are essential to selling successfully in the Chicago market.

The Manual for Sales Control of the Chicago Market prepared by the Chicago American contains many more. This extremely valuable compilation of sales material provides, for ready reference, the street locations of thousands of dealers of all kinds of commodities, indicating why some are successful and others are not, extensive information about families, wage earners, incomes, etc. In a word, it offers a complete sales control of the Chicago market for manufacturers who must know through whom to distribute and why, where markets exist and where they don't, before they advertise.

A representative of the Hearst International Advertising Service (Rodney E. Boone, general manager) will be glad to call and explain how this Manual for Sales Control of the Chicago Market can be applied to your product further to increase sales and reduce promotional costs. Just write or phone the nearest office.

CHICAGO AMERICAN

... a good newspaper

National Representatives: Hearst International Advertising Service, Rodney E. Boone, General Manager

MAY 15, 1936

[731]

SALES management

Vol. XXXVIII, No. 11

May 15, 1936

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by Samuel Segal in 1912 when he was still a city police officer. The company is said to have become the largest producer of locks of this kind, with national distribution. They retail for \$4 and \$5.

Door locks usually do not move very rapidly. People have to be given a special incentive to buy them. Although the Segal people had no desire to capitalize on a murder, they felt that the public's concern for their own safety would make the campaign timely and valuable all 'round.

It was, incidentally, ten years to the week since Segal chain locks had been advertised in general media.

The company decided, said Al Chase, assistant sales manager, to do a thorough job on the safety theme. About 5,000 hardware stores in the metropolitan area were supplied with window posters and circulars. The posters were blow-ups of news stories and articles. Segal salesmen not only installed these but provided many of the outlets with an automatic display, showing the key on the lock opening and closing and the chain being taken on and off.

Segal door locks began to "move." The company sold five times as many in April as they had in March. Dealers generally in that area are reordering.

Murder is bad business; but, sometimes, the Chase people agree, the public has to be shocked into action.

Lady Lobbyist, Anti-Copyist

Mary Bendelari, 34, good to look at and hard to get away from, brings a new kind of lady lobbying to the halls of Congress. Coy simpers are not in the Bendelari bag of tricks. Straight from the shoulder, pleasantly uttered phrases, backed with convincing facts, have brought Miss Bendelari a remarkable reputation. And that reputation is being used to push passage of the Duffy Copyright Bill.

Designing things has been her major interest since she was 22 and found she had a flair for creating shoe styles. With a small capital she launched her own "Sandalari" shoes. In a year or two a factory in Paris and a shop on the Rue St. Honore, employing 100 people, were producing and selling her footwear. Millions of pairs of Sandalaris were imported to this country every year. Then Czechoslovakian shoe manufacturers began copying her exclusive designs. The market for the higher-priced originals dwindled away to nothing. Copyists here and abroad had done their dirty work.

That same year, 1930, Miss Bendelari began her lobbying activities to get protection from pirate "copy cats" for all designers. A copyright bill died in the Senate. Now the House has the Duffy Copyright measure under consideration. It's been through the Senate. If it passes she will be given considerable slices of the credit.



Mary Bendelari

"Up to now," she explains, "an artist has been able to copyright the drawing of a design, but when this was made into a manufactured product he had no protection. Advertisers cannot risk pushing a design which may be imitated by any unscrupulous pirate."

"Forty years and more ago there was opposition to the copyright law on books. It was said it would be a hindrance to business. When the law passed there was hardly a ripple—except that authors were protected from highwaymen-publishers. Artists and designers of manufactured products are entitled to the same protection. In the past five years, the creators, creative factories and retail shops have suffered from copyists, with the result that many creative people, like myself, have given up design work. Nothing can stimulate consumer business in this country more than a law giving a legal basis for the profession of designing."

Significant Trends

As seen by the Editors of SALES MANAGEMENT for the fortnight ending May 15, 1936

Recovery Interlude

● ● ● Steel output is showing a slight recession; stocks recently suffered the greatest break since the Summer of 1933; commodity prices have weakened slightly.

● ● ● On the other hand, Department of Commerce reports for the week ending May 6 indicate that retail trade brightened noticeably under the impetus of warm weather and gains over a year ago widened in most sections of the country. New York department stores topped sales of a year ago by a percentage increase of 10.9; Philadelphia, 18; Boston, 10; Washington, 32; with similar good gains in most of the other large cities. The conclusion seems to be reasonable, therefore, that the current readjustment is simply an interlude.

● ● ● The cashing of the soldiers' bonus and increased farm payments should stimulate spending to such an extent that Summer business, after making allowance for seasonal changes, should increase.

● ● ● A survey of approximately 300 industrial corporations which have issued first quarter reports shows aggregate earnings to be 38% higher than in the corresponding period in 1935. Such lines as automobiles, machinery, steel and iron are reporting profits nearly twice as large as last year. Excellent improvement was also evident in the earnings of producers of non-ferrous metals, petroleum, food products, electrical and railroad equipment.

● ● ● The actual tonnage output of the steel industry at the current rate of around 67.9% of capacity would

result in a tonnage production over a 12-month period in excess of the capacity of the whole industry in 1917, when the industry established an all-time output rate of 98.47% of capacity.

● ● ● Reports of companies in both consumer-goods industries and heavy industries indicate that Big Business is not figuring on inflation. In very few industries has there been an expansion of inventory which could in any sense be termed "over-extension." Supply and demand are well balanced. Companies supplying such necessities of life as food and shoes are in a much sounder position than at any similar period in recent years. The heavy industries, as pointed out by *Barron's*, could on the basis of natural progress of a cyclical recovery or of artificial activity generated by Federal subsidies of major projects, rightly anticipate much better times in 1936. Obligated to make calculations farther ahead than consumer goods because of the longer time encompassed by processes of manufacture, they made no wager on an outbreak of inflation before election.

● ● ● The Washington reporting organization, Congressional Intelligence, points out that sentiment in both business circles and in Congress has periodically swung from rigid opposition to interference with competition to invitations to the Government to regulate business so as to keep competition within bounds.

● ● ● Since the later NRA days, the pendulum has been swinging towards freer competition. Expanding business and rising corporate profits, as usual, make government intervention less popular than ever. The Chamber of Commerce of the United States in its resolutions came out strongly for elimination of government control over industry. It seems likely that the favor shown the principle of freer competition will continue to gain, for some time at least, until a major business recession and declining commodity prices again develop a demand to curb various competitive practices.

The black area of good business prospects in the monthly Brookmire Income Map shows relatively little change from last month. The Brookmire estimates point to a 17% increase in the national income during the next six months as compared with the same period a year ago—and a 30% increase over the average for the same period in the last three years. States which have a rating equal to or higher than the national 17% average increase are: North Dakota 29, Florida 25, Michigan 22, Connecticut 21, Illinois 21, Ohio 20, Indiana 20, Vermont 19, West Virginia 19, Wisconsin 19, Nevada 19, Colorado 19, Kentucky 18, South Dakota 18, Kansas 18, Virginia 17, Texas 17, Iowa 17.



Why Foreigners Are Puzzled

were a favored nation and a bit too cocky. They must find it difficult to reconcile the broad generalizations about our depression with facts and figures on industrial earnings and on retail sales of such high-priced items as automobiles and electric refrigerators.

Our depression has been well advertised abroad and has been relished by many Europeans who thought we

• • • For example, take the General Motors report: Sales of its cars to consumers in the United States for the first four months of this year totalled 580,067 compared with 402,002 for the same four months of 1935. . . . Sales of Montgomery Ward & Co. in April were the largest for that period in the company's history and up 18.9% from a year ago. . . . Sales of electric refrigerators, household models only, for the first three months of the year were 570,959 as against 432,415 a year ago. Again the refrigerator business is forging ahead to new highs.

• • • Several of the auto independents are doing well this year. Packard staked its business career on the low priced "120" model and shipments for the first quarter were 16,000 cars or 320% above last year. The recapitalized Studebaker Corp., now one year old, increased its factory sales in the first quarter by 50%. Nash Motors Co. worked into the black for the quarter, as against a sizable loss last year.

• • • Chevrolet this year has replaced Ford as the number one seller. Plymouth and Dodge in third and fourth places occupy the same positions as a year ago. Oldsmobile has replaced Pontiac in the next bracket. Buick took seventh place away from Hudson, and Studebaker jumped from tenth to ninth at the expense of Chrysler.

• • • Alarmists who feared the competition of TVA will have to revise their thinking. Earnings reports show substantial increases over the 1935 period for the important utility companies in the heart of the TVA territory. Electric power output of the nation increased during the fortnight to a margin of 15.5% above the comparable 1935 week—the widest spread in two years.

• • • Department store business gained 8% in April over a year ago, a figure slightly less than the 9% average from January 1 to April 30. The following Federal Reserve districts made the best April showing in percentages: St. Louis 15, and Cleveland, Chicago, Minneapolis and Dallas each 11.

• • • General R. E. Wood, president of Sears, Roebuck & Co., told stockholders the other day that the company had set a goal of \$500,000,000 in sales for this year and that they expected a big bulge in July as a result of bonus and farm payments.

• • • Sears, Roebuck has a new plan to offer stock to officers and employees, and General Wood says, "The great bulk of this stock doesn't go to officers and fellows on top. It is going to those little managers all over the country. The plan will offset the idea prevalent, in connection with a national company, that all of the profits go to New York, Chicago or Boston. When a little manager in Sweetwater or Hutchinson has 150 shares of Sears, Roebuck stock he

is very well tied into the company. When that fellow is a stockholder and dependent upon profits of the store, we don't have to watch him. We have cut our supervisory expenses by \$1,000,000 a year.

Fares and Traffic

The annual report of the Union Pacific Railroad is of particular interest to sales executives, because that railroad set out to do a selling job last year—and accomplished results. A "merchandising" of railway passenger service resulted in an increase of about 21% in passenger revenues. This merchandising took two main forms: A lowering of passenger rates (starting with December, 1933) and the introduction of motor-driven, streamlined, lightweight trains, plus the air conditioning of practically all of the company's main-line passenger cars. The company is putting in four more streamlined trains this Spring. The Union Pacific's freight receipts gained 6.4% last year and freight train speeds have increased to approximately the rates of passenger trains a few years ago.

• • • The chairman of the Federal Trade Commission struck back the other day at a business man who made the crack that the Commission had lost a large percentage of its cases on appeal to the courts. The record since January 1, 1933, to date shows that in 31 Commission cases taken to the higher courts, the Commission has ultimately lost only one. A bill is before the House now, and passed by the Senate, which increases the power of the Commission. It is being opposed by many business men because power is given in the bill to investigate any unfair or deceptive practice, even where competitors are not injured. The investigation may be launched on the Commission's own initiative, or by direction of either House of Congress, or the President. Hence a variety of "fishing" expeditions would be made possible.

• • • America's 1936 class of college graduates find from 20% to 100% more jobs available than the class of 1935, with starting salaries from \$5 to \$20 a month higher. The heavy industries show the most striking revival in employment opportunities, with more "scouts" visiting campuses to interview promising seniors than at any time in recent years, according to a check-up of the employment situation in 61 leading universities and technical schools, made by the Northwestern National Life Insurance Co.

• • • Marketing and sales offer the most numerous openings, both in wholesale and retail fields, the placement officials report. Many graduates are being placed in sales work by the heavy industries, usually involving special sales training courses with salary paid during the course.

• • • The current Firestone Auto Supply Catalog carries twice as many pages as last year, the size of the page is much larger, and the mailing is a million more copies than last year. Firestone now has 700 company-owned stores and is adding to this number each month. Through a wide diversity of auto supply products offered they are materially cutting into the business of the mail order houses and cheap auto supply companies.

• • • An interesting injunction was granted in New York the other day. The makers of Bacardi rum won their fight to restrain two large New York restaurants from serving as a Bacardi cocktail in which another rum was the base.



Moffett

John Benson, re-elected president of the AAAA.



Kaiden-Keystone

Henry Eckhardt, president of Kenyon & Eckhardt, Inc., New York, elected v.p.



Kaiden-Keystone

E. DeWitt Hill, v.p., McCann-Erickson, Inc., New York, re-elected treasurer.



Frederick R. Gamble, who continues as executive secretary.

Ad and Market Men in Current News Headlines



4-A Men: Paul L. Cornell, president of Geyer, Cornell & Newell, Inc., New York, was elected chairman of the board of the American Association of Advertising Agencies at the 19th annual meeting in White Sulphur Springs, W. Va. Ralph H. Jones, president of the Ralph H. Jones Co., Cincinnati, was elected secretary. He is camera-shy, hence, no picture; other officers pictured above. During sessions on April 30-May 2, speeches and reports dealt with the improvement of business, advertising technique, legislative measures confronting advertising and other topics of importance to the profession. Many of the addresses razed experts, specialists and propagandists.

Airman: Walter A. Bowe is appointed manager of advertising and sales promotion of the Carrier Engineering Corp. He was previously ad mgr. of General Electric's air conditioning division, and more recently assistant mgr.

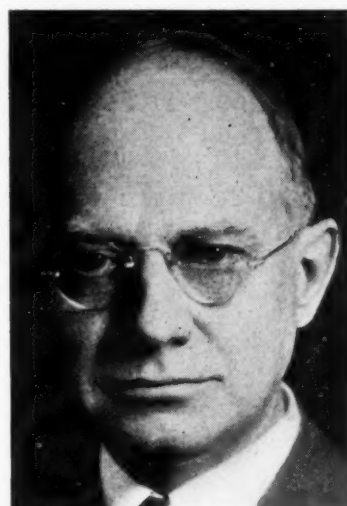


Blackstone

Pressmen: (Below) John M. Masterson, at the left, is promoted from secretary to vice-president and general sales manager of R. Hoe & Co., Inc., by the printing press manufacturer's board of directors. At the same time Harry M. Tillinghast, on the right, moves up from vice-president in charge of sales to vice-president and assistant general manager. While assisting President Fred L. McCarty in running all divisions of the firm, he will continue to keep special watch on the sales department, of which he has been head for many years.



Jumps: (Left) Arthur R. Rumbles is appointed to the vice-presidency of Remington Rand, Inc., and takes over the duties of the late S. H. Pinkham. He joined American Kardex Co. in 1920, going to R R when Kardex was merged. More recently he has been general manager of the Kardex division and supervisor of the System's division.



BY
SAUNDERS
NORVELL

Have we any right to spend the stockholder's money in overly generous attempts to put unfit employes on their feet? In this article Mr. Norvell discusses this problem, especially with reference to employes on the sales side of the business.



In Business Management Does It Pay to Try to Save the Unfit?

LET us try to visualize a well-established, well-managed, smoothly running business, every department functioning properly: A business that is making as much money as can reasonably be expected for its stockholders, and at the same time is not only paying fair salaries to all of its employes, but offering the executive management and employes an opportunity to earn extra money for extra efficiency.

Regardless of all that may be said or written by efficiency experts, such a business cannot be developed quickly. The successful business is a slow evolution. In the development of such a business there must have been clear-headed, hard-working men at the beginning. When the business became established there must have been careful selection of salesmen and employes and then careful training. When the right kind of raw material was selected, then the training was started and continued.

Such a business starts in the cradle. It has been my experience that the best raw material comes from good families. I don't mean rich families or poor families. I mean the training of

the men and women who make the best employes starts in homes where there is developed a sense of responsibility. I have always had a profound sympathy for the unfit. Their unfitness frequently is not their fault. They are usually victims not only of vicious heredity, but also of an unfortunate environment in the years when their characters are being formed.

Daniel Frohman, the veteran stage producer, tells many stories about those who were fit and those who turned out to be unfit. The first thing that Frohman did when an actor with possibilities came to him was to ask his name. He would write the name on a pad and study it. Then he would ask where he was born. Then in a casual manner he would ask about his early training, his childhood, his mother and father. Frohman believed (and the stage after all is not only an art but also a business) that good actors who turned out to be successful and profitable, started their careers in the cradle.

Now just by way of digression, Frohman also believed that the right name had a whole lot to do with an actor's success. He actually changed

the names of a number of actors and actresses who later made great reputations on the stage. The point I am making is that their names were one of the faults of their early environments. This fault of course was easily remedied.

Frohman married Margaret Illington. Her name actually was not either Margaret or Illington. This charming actress was born in Bloomington, Illinois, and the name Illington is a composite of Bloomington and Illinois. And Frohman thought the name Margaret fitted well with Illington.

When I was in the drug business I employed a man to be the editor of our house organ. This was long before Daniel Frohman ever wrote his book. After interviewing this writer I studied his name. His first name was Francis. I didn't think Francis would be a good first name for an editorial writer. So after a few moments' thought I said: "I'll give you the job, but your first name must be changed to Jerry." Jerry McQuade has made a great reputation on *Drug Topics*. But very few people know that I rechristened and copyrighted him.

The ideal business cannot be built

Three Vital Points of Contact: Least of all can you afford to save the unfit among these—the salesmen who directly represent your firm; the unseen girls at the switchboard whose voice and manners can build or destroy good will; the men and women at the reception desk, where first impressions of your firm are made.

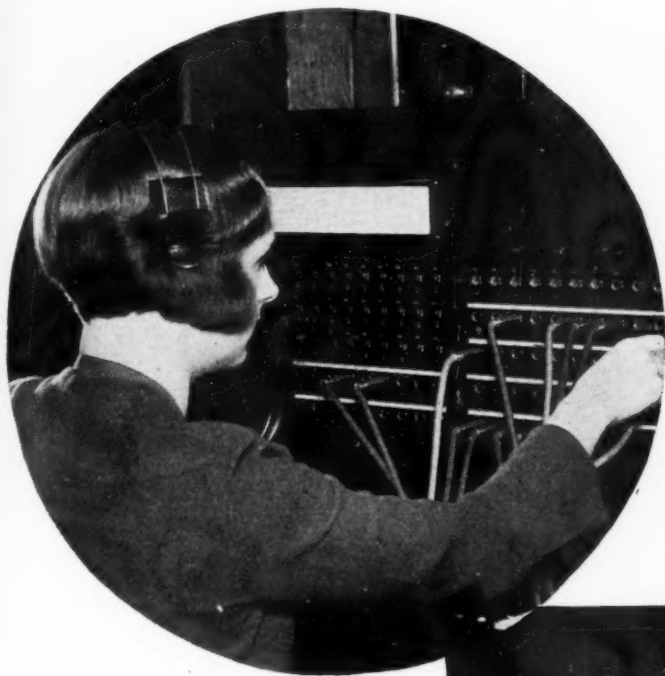


Photo on facing page by H. Armstrong Roberts; photos at left and below, by Ewing Galloway.

up quickly, because in its development there are two phases that must work together. One is experienced, careful selection, and the other, which is of equal importance, is systematic, careful elimination. Let me illustrate this.

There was a merchant in this country who had the reputation of unusual ability to size up and pick good men. This merchant in the course of time built up a great organization. He had gathered around him the best salesmen, accountants, stock men, etc., and his business was one of the wonders of the country. Discussing his reputation for being able to size up people, he laughingly told me that as a picker of men he was not much better than the average good business man. "But," he added, "the direction in which I think I excel the others is that I am a better eliminator. No man can tell just by inspiration how some other man will perform in a given job, but on the other hand, every good manager can study his employees, watch them in action, and decide whether they are fit or unfit for their positions. The trouble with many business executives is that they have soft hearts and when employees have been with them long enough to become, as it were, members of their business family, they



haven't the heart to dismiss them, whether they are producing or not."

As I write, I have before me a pamphlet just received, called "Antioch Notes" from Antioch College, Yellow Springs, Ohio. In this pamphlet is a short article by Dr. A. E. Morgan, president of the college. Of course he writes from the social standpoint, but the matter is so appropriate that I am taking the liberty of quoting a few lines:

"Of a thousand men, not ten fulfill their possibilities in health, intelligence and character. Yet faulty as individuals are, man is the crowning achievement of the evolutionary process."

"Similarly, though many homes are marred, sordid, warped, or uninspiring, yet some do fulfill their possibilities, and these homes mark the highest point in social evolution. Most qualities which give society stability and value are extensions into a larger field, of traits which originated in the home."

"A big industry, even if controlled by unscrupulous, selfish men, must of necessity have sincere, loyal employees in many responsible relations. Modern industry is too far flung, too complex, to rely successfully on vigilant inspection."

"The men and women whom an industry can trust come from homes where responsible sincerity was learned with the mother tongue, and is second nature. Sel- dom can that quality ever be fully acquired if the home has not provided an early ex- ample."

In the foregoing Dr. Morgan makes a statement, the truth of which business so far has hardly learned to appreciate. Let me repeat: "Modern industry is too far flung, too complex, to rely successfully on vigilant inspection." The ideal business must have the kind of employee who can be trusted. Constant inspection, espionage and all that sort of thing is not only very expensive, but it fails in its purpose. By this I do not mean that there should not be oversight of employees or that their work should not be inspected, but this should be done with the idea of improving the quality of the work of that employee, not on the basis of suspicion and fault-finding.

In trying truthfully to answer the question at the head of the article I must say with emphasis that much of the responsibility is with the management, first in selecting, and then in training the employee. Again let me emphasize the fact that I have never known a man who had unerring ability to size up people in one interview. Of course some men are better at this job than others. But the geniuses with the ability to pick the right men are so few and far between that it hardly

pays to try to find them.

The method that almost any business manager of fair intelligence can adopt successfully after hiring an employee is to study him and his work, give him a fair chance, and then after a fair interval, if he is absolutely unfit, let him go. This, of course, is but the rule of the survival of the fittest, but if rigidly adhered to, a smoothly work-

(Continued on page 786)



Novel "Dividend Certificates" by which little druggists can get bulk purchase benefits out of handling Forhan's products.

"Del Credere" Plan Spreading; Small Forhan Dealers Benefit

RETAIL prices in the drug business are gaining new stability, in the opinion of expert observers, by the spread of the *del credere* factor plan of distribution, under which selected jobbers handle stock on consignment and guarantee accounts. About a dozen manufacturers are using the plan now, Zonite Sales Corp. having adopted it this month for its three Dr. Forhan's products, applying it to small-unit sales aimed to give little dealers profit protection.

Under the novel Forhan plan, independent druggists for the first time get free-goods allowances on purchases in less-than-dozen lots. A "Dividend Certificate," good for one-sixth tube of Forhan's tooth paste, is delivered by the jobber with each tube the dealer buys. For each six certificates sent to the company direct by the dealer, the company ships the druggist a free tube. Thus, J. M. Olwyler, Zonite vice-president, points out, the little druggist is assured a minimum profit of 16 $\frac{2}{3}$ % on even the smallest order.

By this new plan Zonite thinks thousands of neighborhood druggists will be better able to meet "downtown" competition. It hopes these neighborhood stores will sell its \$4-a-dozen products at 37 cents, even though the same item may be selling downtown for the company's suggested minimum of 34 cents.

The company relies mainly upon its direct redemption of scrip certificates to protect the little dealer against the danger of jobbers benefiting by them—a danger that is pointed out in the trade by men who doubt the plan's efficacy.

The company estimates the new consignment plan, with its fractional

credit feature, will cost \$60,000 or \$70,000 the first year, but that this money "is being confined to the trade and not passed on to the consumer." This has elicited cheers from dealers in many quarters of the country.

Del credere consignment selling, which has been adopted in the drug industry after General Electric's years of experience with it in distributing Mazda lamps, has been operated for two years by Coty, nearly as long by International Cellucotton Products Co. (Kotex), Squibb, Dr. Miles Laboratories, and Seck & Kade. Now Pepsodent and Barbasol are trying it.

Walter Quinlan, of International Cellucotton, said the plan had reduced his selling force from 110 to 24 men, up to last March, and that selling cost of Kotex had declined from 8% to 2.8%. Others in the industry who are trying it or have it under contemplation believe such a reduction in sales force can be only temporary. Some feel that inadequate sales coverage of dealers will result in lack of store promotion and resultant loss of volume. They think manufacturers adopting the plan will have to counterbalance their increased inventory investment with the benefits of price stabilization instead of with savings in selling cost.

Business Census Gives First Radio Figures For New England

Receipts of the 36 New England radio stations from time sales during 1935 totaled \$3,664,687, according to Wm. L. Austin, director, Bureau of

the Census, Department of Commerce. These are the first census data ever made public on the broadcasting business.

The report, first of the Census of Business now under way, is called "preliminary" because it is not in as great detail as will be contained in subsequent reports. But it includes all broadcast stations in New England: 14 in Massachusetts; 6 in Connecticut; 5 in Maine; 5 in Vermont; 3 in Rhode Island, and 3 in New Hampshire. Two stations which do not carry advertising are not included, and two stations in Massachusetts which are synchronized are counted by the Census Bureau as one.

Approximately one-half, 50.58%, of the stations' revenue came from local advertisers; about one-sixth, 17.55%, was from national and regional advertisers who bought time directly from the stations. The remainder, 31.87%, came from national and regional networks for network programs carried by the stations.

Revenue as reported is the net billings for advertising time on the air, including the stations' proportion of network billings. It is computed after deducting quantity and time discounts.

Individual Firms Unidentified

Sources of income are further analyzed by states. All figures of individual concerns are confidential and are carefully guarded by law and by elaborate precautions within the Bureau of the Census. Names are never shown, and tabulations are so arranged as not to disclose any company's figures.

The 36 New England stations employed 727 persons (monthly average) with an annual payroll in 1935 of \$1,365,856. There is relatively little seasonal fluctuation.

The Census of Business also covers retail and wholesale trade and nearly every phase of the complex trade machine. The entire project is under the direction of Fred A. Gosnell, chief statistician.

The preliminary series of basic facts by states, of which this is the first, will be followed by final reports in booklet form in much greater detail. Wherever revelations of individual companies' operations can be avoided they will include analyses by counties, cities and towns; kinds of business; sales volume; number of employees; and other classifications. National, "spot" and local advertising revenue will be shown in the final reports by these classifications: Electrical transmissions, live talent, records, and spot announcements.

SALES MANAGEMENT



When the headlines break against your product, that's the time to sell—not hide until the bad news can blow over

BY E. W. DAVIDSON

Face-the-Music Selling

A SALESMAN is liable to play rabbit when his product has an accident in some user's hands—and the public hears about it in big headlines. He dives for cover "until people forget about it."

Let an oil burner explode and burn up a family. Let a train wreck and kill a carload. Headlines scream. The next day the burner salesman and the railroad's passenger traffic agents say: "Boss, we might as well take a week off." And their boss probably agrees with them. It's only natural.

But it needn't work that way. Oil burners are still as good as ever. Railroads kill fewer people than stepladders. And their salesmen *know* it.

Take the case of an air line. Not so long ago a big passenger plane equipped with every known safety device crashed and killed 17. Did the headlines scream! The traffic sales manager worked all day and all night checking up details about the ill-starred 17.

Next morning, white and bug-eyed from exhaustion, he was just finishing up and ready for the nearest hotel bed when his group of salesmen came in. They looked like a lot of mourners. Of course they said: "Well, *this* certainly stops our campaign to sell air travel books. What'll we do for the next couple of weeks while this blows over?"

"I'll tell you what you'll do," shot back their tired boss. "You'll get all that droop out of your faces. You'll go out just as though nothing terrible had happened. You know darn well that air travel is safe in these big ships of ours. You know this is the first time we've killed a passenger in 19 months. You know the air lines of this country flew 25 million passenger miles per fatality last year. Think of it: 25 million passenger miles! That's *safety*. Anybody will agree with you.

"Nearly everybody does agree with you or total air passenger traffic last year would not have increased 62% in this country—71% on our own lines.

"You believe in what you've got to sell. You've got all kinds of proof to back you up. Go on out and use it.

"Go out right now—straight in the face of all this front-page news. *Your prospects ought to respond BETTER just because you are not hiding in any rabbit holes.*"

So they went right out then . . . with confidence . . . and with a good product.

It worked. Next morning—the day after the crash—was the best day for travel books the company had ever had. And sales have been rising ever since.

Reprints of this page are available at three cents each, remittance with order.

Why We Feature Dealer Helps When We Break New Territories

As told to Ann Bradshaw

BY ERNEST BLANCHARD

*General Sales Manager,
Higginbotham-Bailey-Logan,
Dallas, Texas*

Never is it more important to have a sales story full of vitality, logic, and cold facts than when a new territory is being opened. Here a Southwestern sales manager tells how he handles the routine of breaking into a new market.

COMPETITION is stiff in the sort of dry goods our 12 factories offer. In opening new territories we can talk until our tongues hang out about the quality-rightness, the price-rightness and the style-rightness, not to speak of possible freight and service advantages from our Southwestern location, but in breaking into a new field with dry goods we have to offer more than this, and it has to be something as useful as it is dynamic. We, even as did Vash Young, must sell these merchants who do not know us on our "fortune to share."

Our fortune to share has been our concentrated program of dealer helps.

For 21 years we had had representation in Texas, Arkansas, parts of Oklahoma and part of Louisiana. Our representatives had a right to expect us to expand during the depression to keep them on the payrolls, and our machinery was too costly to suffer any reduction in use. The thing to do, in 1930, it seemed, was to cover New Mexico—to get out of a rut and dare the state of mesas and pueblos. But how? Always we had trod conservatively, never retreating from projects begun, but always wary, realizing that to expand without a definite, safe program was business folly.

We didn't go into New Mexico like Grant taking Richmond—even though we immediately won 100 big new accounts, but we went with a fortune to share—we took with us something besides merchandise—a new, solid form of dealer helps.

But first we paved the way in a manner that, coupled with these dealer helps, has been our formula in still

other expansion: A territory south of Oklahoma City in July, 1931. Two territories north of Oklahoma City, opened September, 1934 and 1935. And recently a major extension in the ex-Huey Long territory. It would be easy for us to let this opening of new territories and success with them go to our heads. Breaking fresh ground without preparation is a mistake. The only sane procedure, we have found, is the cementing of each territory before even the plans are made for another one.

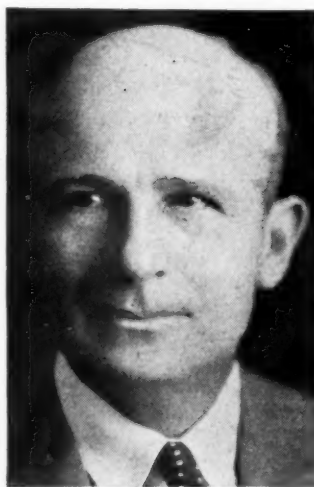
Every sales manager knows that opening a new territory is a laborious job—just as it is essentially a sales

manager's job. When an occasional mail order, or a drop-in New Mexican visitor who had not been using Higginbotham-Bailey-Logan as a source of supply back in 1930, reached our quarters, we found ourselves toying with the idea of expansion in New Mexico rather than in some other section that had shown no interest in us of its own initiative. We carefully tabulated the interest in us out in New Mexico, and this finally developed into a two-week sales managerial trip there.

At my desk, however, I had found the answers to whether the territory was a good risk by using data furnished by the U. S. Chamber of Commerce to analyze the present and future possibilities of New Mexico from a dry goods angle. I listed the number of towns in the area I personally expected to cover and every account in every town that handled our line of merchandise. Further, I obtained from that valuable source of information, the U. S. C. of C., notes on the buying power of this territory, and broke it down to fit my purposes.

Too, when I set out on the sales managerial coverage, which I consider a vital prerequisite to sending a salesman to the location, I was equipped with data of service we could give every key town. On this trip I did

Starting Out in Dry Goods No Cinch in 1908



Ernest Blanchard

Life for a young fellow in the dry goods wholesale business back in 1928 began with sweeping and dusting and manoeuvring a rickety elevator instead of starting out in a definite department, as the piece goods section, and getting the real knack of it, as is the modern procedure. So Ernest Blanchard, whose entire career has been the wholesale dry goods business, told us in outlining his career. From 1908 to 1918, Mr. Blanchard "pioneered" in a wholesale dry goods house in Cairo, Ill.

Post-war days found him manager of Higginbotham-Bailey-Logan's piece goods department; then in charge of sales for Dallas and Fort Worth; and then back into the "house" where he became boss of the hosiery section. Eleven years ago he became manager of the sales force.

not take a salesman (for it is vital that groundwork be laid for a salesman in order to keep him from a pessimistic view at the beginning), but a department head from our Dallas headquarters. We did not attempt to call on every merchant we hoped to sell, but called on five prospects in each town. Later, with a salesman, I called on every dealer selling dry goods. Nearly every prospect confronted us with such argument as, "We have been in business here for 22 years, and have bought all our goods from Blanks. Why should we change?"

The answer to that was cold facts about service.

Suppose, for instance, the prospect was buying his goods from Chicago. I could pounce upon his express rate. Perhaps, on 50 pounds from Dallas to his home town, the rate was \$2.30. From Chicago, it was \$3.20. Freight rates on dry goods from Dallas to his town, perhaps, were \$2.35; from Chicago, \$3.14. The number of days required in shipping from Dallas to his home town was probably four, and from Chicago six. Obviously, then, as sales manager, I could best do preliminary work by giving him concrete figures—prepared before I left my desk.

Then came the offer of our unique store service school allied with monthly sale circulars or double newspaper spreads—all set up with the exception of the store's name—and kindred prepared consumer advertising appeals, both printed and window-display material.

H-B-L's "Graduates" Go Far

It's the school that turns the trick. Here, each customer may send one or more representatives for two weeks twice a year at our expense—we even board and lodge them while they're in Dallas. The courses are classes in sign writing, window card writing, window decorating, salesmanship, advertising copy writing and layout, and store arrangement.

Often the students, who now come to us by the hundreds (for we hire the best available teachers in each line of instruction) are sons or daughters or brothers or sisters of the store owner. We hold formal graduations for them; give them diplomas, and often place them in larger city stores where they specialize in work we have taught them.

Although this idea was born during the depression, the school has already placed dozens of students in responsible positions in important stores, and merchants all over the country are

(Continued on page 795)

The Scratch-Pad

Mystery note: An advertisement of Bayuk Phillies shows a lighted cigar with a full inch of smouldering ash, yet the business end has not even been clipped, nipped or chewed. A neat trick if you can do it.

A glance at the headlines shows why the Mediterranean is blue.

There is no short cut to Recovery. Witness the abandoned Florida ship canal.

One of the oldest layout formulas (and still one of the best) is Picture, Headline, Text. It is simple. Easy on the eyes. It invites reading. In so many of today's advertisements, there is too much going on; there is no starting-point for the eye. Such ads look like the over-dressed shop windows of the average London merchant. Junky. Confusing.



T. Harry Thompson

Slogan: Koppers put the "oke" in "coke."

After the Armistice, we heard much about the Army of Occupation. Since then, our problem has been the Army of UNOccupation.

How does England's bachelor king explain "The Merry Wives of Windsor"?

And then again some brands of champagne seem suitable principally for christening battleships.

Copy-writers of the reason-why persuasion dig deep for exclusives—so deep, in fact, that they are often over my head. For instance, the new Woodbury's facial soap contains a "filtered-sunshine element." Remember away back when soap was used for washing?

A writer in the New York Times magazine section thinks the travelling salesman is a vanishing species; that he is being gradually replaced by newer methods of distribution. Maybe so. They told me ten years ago that jazz was dead. If so, it is a very lively corpse.

It must have been a typographical error, that reference to Hitler as Public Enema Number 1.

You'll find that the selfish man is also the insincere man. If he appears to be building you up, it's because he wants something you can give him. His ambition is boundless and he will get there if he can find enough necks to step on.

Another minor mystery is cleared up, thanks to Mr. C. I. Kentnor of the Seminole Paper Corp.'s sales department. They did announce the winners of their slogan contest, through their dealers, and by means of a printed book that looks like a local telephone directory. Since my slogan wasn't among the winning 6,150, I'm sorry I brought the question up. It's embarrassing, that's what it is.

Query: What makes you think a columnist can write winning slogans? What, for that matter, makes you think you're a columnist?

But I shall keep on trying. Here's a suggested slogan for Esterbrook: "'America's Pen-Name' since 1858."

And Kensil Bell shoots in a slogan inspired by the Beehler umbrella phrase. This is for Glenn L. Martin aircraft: "Hatched in Baltimore—fly everywhere."

"It is better to lose a second than to lose a life" reads a placard on a demolished car in the lobby of Philadelphia's Ben Franklin Hotel. Another card tells you that a mother and father lost their lives in this accident. Negative appeal, but it stopped the crowds and apparently made them think.

Professional advertising men make quite a to-do about their craft. You might think it was as mysterious as medicine or the quantum theory, when, as a matter of honesty, it is nothing more than telling the greatest number about your product or your house in the simplest, most sincere terms. Beyond that, it becomes bunk of the first order.

Bermuda is enjoying a banner year, from all accounts. The Bermuda Trade Development Board evidently knows its onions.

A Philadelphia pet shop blocked traffic during the Easter season by filling a window with chicks whose "wool" had been dyed all the colors of the rainbow. Don't ask me how they did that.

Slogan for a cuspidor: "For Flood Control."

And a serious one for Barron Collier: "Riders are readers—readers are buyers."

Don't know what he was advertising. Just caught his closing announcement: "Look for the volcano on the can." If it's one of those harsh laxatives, count me out.

T. Harry Thompson

\$2,000,000 of Tie-Up Advertising Greet "Queen Mary's" Debut

Astute promotion of prestige value of Cunard liner's use of branded lines places new boat's name in hundreds of special advertising campaigns.

BY LAWRENCE M. HUGHES

WHEN the new "Queen Mary" swings her 80,000 tons alongside a new pier in the Hudson River on June 1, and thus completes her maiden voyage, all the cheering will not be done by bystanders ashore.

Uncounted hundreds of advertisers will do some praising of their own. They will use the new Cunard White Star liner as a means of selling cosmetics, candy, clothes, cigarettes, cocktails and carpets. Not to mention airlines and automobiles; roses and engagement rings; games and gasoline.

Advertisers in these and other fields—manufacturers and retailers—have made the new ship their own. The scope and diversity of the tie-ups are perhaps greater than for any other news event—even greater than those for the maiden voyage of the French Line's "Normandie" a year ago.

On March 3, Terence F. MacGrath, advertising and publicity manager of Cunard White Star Limited, sent 3,000 letters to business concerns in 30 different fields. The first and last paragraphs of each were the same. Otherwise, however, they were 30 different letters.

Retailers Get Many Hints

To retailers, for example, Mr. MacGrath suggested that "valuable publicity can be secured by featuring copies of hats or gowns designed in Paris or London and brought over on the 'Queen Mary.'" "Maiden Voyage," he thought, would be a good name for a bride's sports model; "Queen Mary Cloak" for evening. "Retailers also may capitalize on the immense areas of open deck space on the 'Queen Mary' in advertising sportswear for men and women—'Seen on the Sun Deck of the 'Queen Mary'." The line's funnel colors are black and red. Why not "Cunard red," a combination of "bright ochre and buttermilk," as a color for designers to emphasize?



To convince timid prospects, an example...

Sunshine on the "Queen Mary" as a setting for cosmetic ads; soap for children in the shape of this liner; silverware patterned after the "Queen Mary's" own ("contact with the designers can possibly be provided"); "The British Sailor" as something new in men's straw hats; "THE SMARTEST LUGGAGE goes abroad in the 'Queen Mary,'" as the headline for an ad.

Against the background of the new liner tobacco companies might point out that their product is "smoked in every civilized country . . . and on every ship that plies the seas." . . . "A picture of the beautiful smoking room of the 'Queen Mary' would further illustrate the point."

"Why not the 'Queen Mary' rose?" (The Dreer company of Philadelphia took Mr. MacGrath up on this. Other companies have QM dahlias and irises.)

"The skill and precision of workmanship required in manufacturing watches and precision instruments is comparable with the exactitude," etc. There will be a QM watch, it was said, although the maker cannot yet be announced, and the Sperry gyroscope people and Socony-Vacuum and Underwood typewriters will have something to say about the "precision"

of their work aboard this vessel, even though they will not change the names of their products.

Estimating that 2,000,000 people will crowd the shores of Lower and Upper New York Bay and the Hudson River for the arrival, Mr. MacGrath suggested a contest among amateurs for best photographs. . . . Railroads and airlines "have the opportunity" to feature connecting services. (Some of them will.) "The fundamental principle in building the 'Queen Mary'" (at a cost of \$30,000,000) "is analogous with the construction of good office furniture and equipment." . . .

Travel, the life insurance companies were told, "is one of the commonest ways of portraying the advantages of a fixed annuity in later years. . . . Long-established insurance companies can also emphasize their age and stability by analogy with the 96-year development of the Cunard White Star Line.

Possibilities for All

"A travel game can be marketed to include cardboard models of the company's various liners." Home furnishings people were told in detail about the equipment, and Carrier air conditioning, and Frigidaire refrigerators will tell of their parts in it. Importers will discover anew the "faith" of the public in the "quality and character of goods stamped 'Made in England'."

Nor were banks, gas utilities and liquor dealers ignored.

"The range of product and service tie-ups," Mr. MacGrath told SM, "is almost limitless. Just to show the various advertisers how limitless it is, we showed them, in our first mailing piece, how one advertiser did it. His product seemed a tough one—pencils. What possible tie-up between a steamship and a pencil? But this advertiser—Venus Pencil Co.—wrote an impressive ad for *Fortune*: 'England's Super Liner was started with a pencil.' As a matter of fact, draftsmen and engineers for the 'Queen Mary' did use Venus pencils."

At least 800 of these advertisers wrote in for further information and for material. These were sent a list of colored reproductions of the vessel and of 19 photographs. There were also different kinds of descriptive booklets, and a trick photograph comparing the "Queen Mary" (standing straight up on her stern) with the RCA Building, New York; Washington Monument, Eiffel Tower, Paris; Great Pyramid, Egypt, and other structures.

At this writing about 10,000 reproductions of the vessel—ranging from menu cards featuring Queen Mary cocktails to 18-foot blow-ups for large store windows—have been requested.

Although the line had enough gratuitous offers from companies to have furnished the ship—larders and wine cellars, too—for the sake of the publicity in it for them, Mr. MacGrath said, none of these was accepted. Everything that the 2,000 passengers get will be paid for. And nothing that is not on the "Queen Mary" can be advertised as such, regardless of whether or not the company supplies other ships of the line. (There was trouble with Ridgway's tea about this. Ridgway had appropriated \$50,000 to talk about "The Queen of the Seas on the Queen of the Seas," but the "Queen Mary" people decided not to use this brand.)

Stores, of course, will make much of merchandise brought in on the maiden voyage, and special stickers have been provided for it, but most of the companies tying up will do so chiefly on the general interest in the news. Buick, for example, will have an ad of a girl and a man and a Buick on the dock looking up at the great hull of the vessel. The man will be saying, "That's a good boat, too."

Special Newspaper Sections

Total value of tie-up advertising will be hard to estimate, but the Cunard people believe it will be at least \$2,000,000. They point out that Palmolive soap alone is spending \$600,000 in radio, newspapers, magazines and otherwise this spring on a 20-round-trips-to-Europe-on-the-"Queen Mary"-contest. Socony-Vacuum has already used large space, and will use more.

Although Cunard White Star is spending a bit more of its own advertising money this year than last, Mr. MacGrath explained, it will not now make any special effort for the maiden voyage. The only exception to this is a full page to be run in a "Queen Mary" section, developed by Ray McCarthy Organization, New York, in seven newspapers in as many large cities Sunday, May 31.

Among advertisers in this section will be Socony-Vacuum, Gulf Refining, McCallum's Scotch whisky, Oldtyme Distillers, Elizabeth Arden, Greyhound Bus Lines, Buick, Old Gold, Horton's ice cream, Hoover cleaners, Underwood Elliott Fisher, N. Y. K. Line, and Conti soap. It

will appear in the New York *Herald-Tribune*, Chicago *Tribune*, Philadelphia *Inquirer*, Detroit *Free Press*, Boston *Globe*, Cleveland *Plain Dealer* and Washington *Post*.

There are two reasons for Cunard's "silence." One is that the vessel is making so much news and is getting so much advertising from other companies that the expenditure is not necessary. She is booked up now for the first three round trips, and at the rate trans-Atlantic bookings generally are rising this year will probably be operated to capacity without advertising for the rest of the summer.

The other reason is that the "Queen Mary," although she is the newest, largest, fastest and most luxurious of the fleet, is only "a ship of the line." Cunard White Star has 17 other trans-Atlantic boats to think about. These, too, must be operated as profitably as possible.

In an advertisement next month the company will point out that "fly-

ing from the mainmast of every Cunard White Star liner is a symbol more eloquent than the letters on her bow. The name of the ship may be new on the Atlantic . . . or it may be beloved, like an old friend. But the house flag of the Line has been known on the high seas for nearly a century."

The name of the "Queen Mary" does not appear in headline of copy. She is in that ad merely in the listing of all the members of the fleet, in type no larger than that for the "Berengaria," or for the "Aurania," the "Athenia," or the "Letitia."

Photographers and newsreel men may "flash" about; reporters may cook up "fresh angles"; copywriters for other products and services may do some of their finest raving about the new ship. She may be, in size and speed, the "mistress of the seas." But as for Cunard White Star, at the moment, she is just an addition to the fleet.

Life Insurance Firms Promote Their "Week" in 735 Newspapers

"Life" angle to insurance as opposed to "death" angle is featured in fourth annual special campaign.

IN 735 daily newspapers in 404 cities—as compared with 656 newspapers in 348 cities last year—the national committee representing 130 life insurance companies is promoting, from May 10 to 16, the fourth annual observance of "Life Insurance Week."

The companies represented are said to write 95% of the nation's life insurance business.

In proportion to the size of the life insurance business the program is not large. Assets of life companies last year totaled \$23,828,173,000.

New business done by them was \$14,873,302,000. Both of these were record figures. There is about \$100,000,000,000 of life insurance in force in this country, or more than three times the amount of the entire Federal debt. The 63,000,000 life insurance policyholders have a total of 120,000,000 policies—or an average of about one for every man, woman and child in the country.

Yet these 130 companies are spending directly in this program a total of only \$90,000, or about \$700 a company. Amount of participation is based on their size. Though some

How to win...both ways

—let millions of Americans tell you how they are getting what they want out of life

People are getting more "both ways" out of life. They are getting more out of life by planning for the future. They are getting more out of life by planning for the future. They are getting more out of life by planning for the future.

The sooner you plan your future... the better your future will be



For love, children, home, leisure life insurance provides safeguards . . .

—like Metropolitan, New York, Equitable and Prudential—are contributing several thousand dollars each, many of the smaller companies are putting up only \$50 apiece.

Individual life companies and

underwriters were expected to add \$110,000, bringing the total to \$200,000. Much of this is local. The New York *Herald-Tribune* last Sunday published a 16-page tabloid life insurance section, said to have been the first in the East. Other sections are appearing in newspapers of Chicago, Indianapolis and elsewhere.

The committee, headed by S. T. Watley of Aetna Life Insurance Co., Hartford, is trying to spread its \$90,000 as far as possible. The 735 newspapers, representing about 38% of all the English language dailies in the country, are in 46 states. Four ads have been prepared by Young & Rubicam, agency. One ad is appearing in each newspaper. In cities where several papers are being used the entire series is being run.

"Live and Win" Copy Theme

The ads—short copy, large or varied "human interest" pictures—emphasize this year, more than before, the fact that life insurance is not merely a "die to win" proposition—that it is as much *life* as it is *death* insurance. The fact that about 70% of the \$2,600,000,000 paid by the nation's life companies last year went to living policyholders, has had something to do with this. No. 1 of the present series, for example, is headed "How to win . . . both ways."

Throughout the series appears an owl, with the words "Be wise." Two million copies of a booklet, "Seven Wise Men," written by the agency, are being distributed by underwriters. Mats and other material have been made available by the committee.

Certain life companies—such as Phoenix Mutual—have emphasized especially in their advertising the advantages of "live-to-win" or annuity policies. There is, however, no unanimity among the companies about this. "Death" is still a factor. The average owner of life insurance, it was estimated, will leave on his death only \$1,600. Three-fourths of adults leave no estate other than insurance.

In the three years of "Life Insurance Weeks" the companies and their agents have felt little direct response in sales. This may be due in part to the fact that life insurance is not bought on the spur of the moment. On the other hand, the annual repetition of the "week," the companies have felt, has tended to concentrate public attention on life insurance, and to cause the public to think of it a bit more seriously, perhaps, than they would from advertising of individual companies.

[748]

"Smoke Cigars" Campaign Breaks with Salesmen's Pledge as Basis

First cooperative drive of cigar makers to break next week; three-year job starts with \$100,000 fund for first year

FIRST united campaign to increase the sale and consumption of cigars" will get under way May 19 with distribution by the 30,000 salesmen of manufacturers and distributors of the first of a series of window posters and consumer leaflets to retailers nationally.

The program is being organized by the Cigar Progress Board, New York, of which Joseph Kolodny is administrator. Mr. Kolodny also is executive secretary of the National Association of Tobacco Distributors and president and sales manager of Jersey City Tobacco Co.

A three-year job, it will cost at the start about \$100,000 a year. Initiated and directed by the N. A. T. D., it will also be guided by advisory committees representing cigar manufacturers, retailers, leaf tobacco dealers, and allied industries, such as the makers of cigar machinery, cigar boxes, lithography and wrappers.

Salesmen of manufacturers and distributors will bear the brunt of the work, and manufacturers and allied industries will put up the money. Up to May 7, SM was told, \$52,000 had been pledged. Contributors include American Tobacco, Lorillard, General Cigar, Bayuk, Congress Cigar (with which are affiliated Porto Rican-American and Waitt & Bond) and E. Regensburg & Sons. "Allied interests" which have agreed to contribute include duPont Cellophane, Reynolds Metal, and Cigar Machinery and Arenco Machinery companies.

These pledges have come in informally, it was said. The first of a series of organization mass meetings of the industry was held in New York but two days before. Other meetings will follow in Boston, Philadelphia, Cincinnati, Detroit and San Francisco.

Although there are about 5,000 cigar manufacturers, the 12 companies represented on the "manufacturers advisory board," it was explained, sell about 85% of all the cigars in this country. It was expected that by the time the first point-of-sale material is placed next week, more than \$100,000 would have been subscribed.

Earlier this month the Cigar Progress Board sent to all the industry's salesmen the first monthly issue of the

Cigar Salesman. It will be devoted to reasons for, and methods and results of "this gigantic drive."

Each salesman was asked in that issue to sign a pledge on an attached card to "talk personally to two prospective cigar consumers each day and to put up not less than three cigar window posters three times per month on schedule."

Two "most powerful" types of advertising, it was explained, are "word-



Converse Studios

Administrator Joseph Kolodny

of-mouth" and "point-of-sale." If every salesman does his part some 18,500,000 "personally spoken advertising messages will be delivered" yearly.

There will be three window posters, with appropriate consumer leaflets, monthly, or 36 a year. If all salesmen participate 3,240,000 or more posters will be shown annually, which would be an average of more than four for each of the 800,000 cigar outlets of the country. Specific suggestions were outlined for developing the interest of retailers and consumers.

National consumption of cigars fell 62% between 1929 and 1934. A gain of 3.63% was made in 1935, when consumption totaled 5,300,000 cigars. A further increase of

SALES MANAGEMENT

7.04% was made in the first three months of 1936.

Cigar consumption, however, is still far below the pre-Depression level, and profits have been reduced by the fact that, whereas 55% of cigars retailed at 5 cents or less in 1920, 89% retailed at 5 cents or less in 1935.

Thirty years ago more cigars were smoked in this country than cigarettes. The introduction of cigarette-making machinery, the nation's speedier tempo and the debut of women smokers have left cigars far behind. For the fiscal year ending next June 30, it was estimated 142,000,000,000 cigarettes will be sold, or 25 times as many as cigars.

The cigar people can hardly hope to win women. They cannot alter materially the national tempo. But they do intend to make conversions among men, particularly those who are already smoking cigarettes.

The posters will make timely stress on the "friendship" and "enjoyment" of cigars. The June 15 poster, for "Father's Day," June 21, will say: "He'll remember . . . You remembered . . . Give HIM Cigars."

A "National Cigar Smoking Week" may be held in September, and there will be some special "reasons" before Christmas. Retailers will be "educated" to sell cigars by the box, and a committee of cigar distributors in Southern California will try to persuade movie producers to have leading male stars smoke cigars on the screen.

Publicity Features Planned

Also suggested is a "national cigar smoking contest," to be held in several large cities, with prizes for smokers who can keep cigars of similar size and length lit for the longest period. "Our publicity bureau"—Spotlite Publicity Features, New York—it was said, "will no doubt be able to obtain a great deal of free space by means of a contest of this kind."

The cigar industry is large enough, it was admitted, to support a \$1,000,000-a-year effort in paid space and time in general media. Some of the manufacturer participants—such as American Tobacco, General Cigar, Bayuk and Lorillard—spend, individually, much more than this annually in advertising. But it was felt that the industry should be thoroughly sold on the program first.

By May 7 a total of 146 advertising agencies had made bids, formal and otherwise, for the Cigar Progress Board's account. An agency may be chosen—doubtless the one selected will be agency for one of the contributors to the fund—but the account will not be very profitable for a while.

Manufacturer contributors have been placed in four groups, in accordance with the size of their business. "A" companies are expected to contribute \$7,000 each. One or two, however, have already exceeded this figure.

With Lorillard (Old Gold cigarettes) and American Tobacco (Lucky Strikes) as contributors, the cigar people will not be able to make "comparative" statements about the two types of smokes. Although American, for example, has about 15 brands of cigars, as well as smoking and chewing tobacco and snuff, 95% of its dollar volume comes from cigarettes.

The industry also has the problem of avoiding comparisons between low- and higher-priced cigars.

One thing it can do, however, SM was told, is to ease the transition of

some smokers from cigarettes to "regular" cigars with such products as "cigarillos." These are cigars in everything but size. They have filler, binder and wrapper, and are not to be confused, it was said, with "little cigars," which don't have binders. Their sale has been developed largely in the last year. Penlo, Spencer Morris Sports, Little Phillies and Van Bibber, recent surveys showed, lead "cigarillos" in sales. Some of the cigar people think college men, for example, might be converted to larger cigars through them.

The industry's salesmen are being asked not merely to talk and display cigars, but to help out "creatively." Cigar Progress Board has launched a slogan contest among them, with a week's vacation as prize to the writer of each of the best five.

Newspaper Color Printing Shows Big Gain Throughout Depression

A SURVEY among American newspapers made this year by the Chicago *Tribune* shows a decided trend toward the use of color in newspapers, with color comics now in a position of real importance.

The *Tribune* sent a letter and questionnaire to 422 newspapers offering color in one or more of the following forms: Colorotogravure, comic section color, magazine section color and run-of-paper or newsprint color. They received replies from 164 papers.

Coloroto lineage began in the year 1926 when two advertisers used 13,230 lines in one newspaper. By 1929, 36 advertisers were using 327,865 lines in four newspapers. The volume fell off after that year but 15 newspapers reported 324,411 lines being used by 69 advertisers in 1935. Very little retail copy ran in this medium.

The first comic strip color lineage to be reported was in 1926 when nine advertisers used 19,904 lines in two newspapers. The trend was downward from that date until 1931 when the volume shot to 76,848 lines in eight newspapers. The 1935 reports from 53 newspapers credit 754 advertisers with using 5,046,115 lines.

Magazine color lineage has been more uniform than the other types and with the exception of the year 1930 progressive gains have been shown since 1927. Last year 22

newspapers reported 985,343 lines of magazine color from 241 advertisers.

Retailers have been the largest users of run-of-paper lineage. Last year 44 newspapers reported 767,927 lines from national accounts, but 69 newspapers reported retail color lineage of 4,261,538, used by 869 stores.

The lineage figures quoted in the paragraphs above should not be taken as accurate quantitative figures of color lineage run in American newspapers since the reports do not cover all newspapers. They are, however, indicative of a trend.

Ehret Family Revives Famous Beer Company

"Ehret's Extra," one of the best known pre-Prohibition beer trade names, selling more than a million barrels a year, returns to the New York City area about June 12. It will be marketed by George Ehret Brewery, Inc., of Brooklyn, a firm owned by the heirs of the late George Ehret. All of the key-men of the old organization have been re-engaged. The firm was founded in 1866. For the present the product will be confined to draught beer on sale only in clubs, hotels and selected outlets.

Ferry-Hanly Co., New York, is in charge of the advertising. The advertising will stress that methods of brewing are identical with those of the original product.

Marketing Authorities Head Speakers' Program for National Federation of Sales Executives Meeting in St. Louis

A PROGRAM of nationally known speakers who will discuss both broad current problems of marketing and sharp-angle problems of sales policies and methods, has been announced by Saunders Norvell, general chairman of the National Federation of Sales Executives, for its First Annual Meeting to be held in St. Louis May 29-30. Sessions will be held at the air-conditioned Statler Hotel. The human equation in modern sales management will be the major theme.

Allan Zoll, chairman of the program committee, announces that headliners among the speakers will include Richard H. Waldo, head of the McClure Newspaper Syndicate and editor of "News Behind the News," who will bring direct from Washington his pungent comment and opinion on the latest angles of "Politics and Business."

Mr. Waldo has been active in the publishing and advertising fields almost continuously during his business career. He served with Hearst in various capacities and was at one time publisher of *Hearst's International Magazine* before it combined with *Cosmopolitan*. As head of McClure's Syndicate, Mr. Waldo has made a special study of the interplay of politics and business. Because of the extent to which Government has shown a disposition to get further and further into business during the Roosevelt administration, Mr. Waldo's address should be both timely and important.

"The Fallacy of Wish Thinking in Merchandising" is the title of the address to be delivered by Frank W. Lovejoy, nationally known sales executive of the Socony-Vacuum Oil Co. Mr. Lovejoy's forte is a particularly practical slant on present-day marketing problems as they relate to consumers.

"Crime—A Twelve Billion Dollar Business" is the subject of an address to be delivered by Brien McMahon, assistant attorney-general, Department of Justice, Washington. Because business is growing more and more concerned about the enormous sums of money being drawn away from legiti-

mate business through the activities of professional racketeers, Mr. McMahon's discussion should be of direct interest to everyone who attends the convention.

Merrill Sands, vice-president, The Dictaphone Corp., and treasurer, the National Federation of Sales Executives, will deliver the keynote address, "The Federation—Its Opportunities."

Foremost among the exponents of the need for greater understanding, not only between the various members of one industry, but among members of all industries engaged in marketing, is C. D. Garretson, president of the Electric Hose & Rubber Co., Wilmington, Del., who will address the Federation meeting on the subject, "Selling Made Hard in Easy Lessons." Mr. Garretson will be remembered by many readers of *SALES MANAGEMENT* as the author of a series of articles which appeared in this magazine.

Morris I. Pickus, president, the Compass Sales Corp., has made a life-long hobby of the human side of personal salesmanship. He will speak on "Making Salesmen Think." Sidney Carter, manager of the Merchants' Bureau of Rice-Stix Dry Goods Co., of St. Louis, will discuss "Selling in a Selfish Age."

R. P. Page, Jr., president, The Autocar Co., of Ardmore, Pa., will speak on "Successful Operation of Branches." Frank Coutant, president of The American Marketing Society, has as his subject, "There's Profit in Real Marketing." Chester H. McCall, special assistant to Secretary of Commerce Roper, will discuss "Selling Policies and Procedures."

John A. Zellers, vice-president and general manager of Remington-Rand Inc., one of the country's outstanding authorities on specialty salesmanship and dynamic sales management, will speak on "Where Do We Go From Here?"

In addition to these speakers, a number of the presidents of local sales managers' clubs will make short talks. These include Kenneth Goode, president of the Sales Executives Club of New York, who will speak on "The Quickest Cure for All Our Ills—Better Selling"; Carl Wollner, president,



Pirie MacDonald

Richard H. Waldo

Richard H. Waldo, vice-president of the McClure Newspaper Syndicate and editor of "The News Behind the News" from Washington, who will discuss "Politics and Business." He resigned from the management of John Wanamaker, New York, after having been associate general manager of the New York *Herald-Tribune* and one-time publisher of *Hearst's International Magazine* before its consolidation with *Cosmopolitan*.



C. D. Garretson

C. D. Garretson, president of the Electric Hose & Rubber Company, whose convention subject, "Selling Made Hard in Easy Lessons," indicates his intention of bringing a brass tacks matter right down to brass tacks.



John A. Zellers

John A. Zellers, vice-president and assistant general manager of Remington Rand, Inc., having come a long way from his first job in a Midwest home-town bank, up through the typewriter selling ranks for Smith Premier and Remington, here and abroad, has interesting ideas about "Where Do We Go From Here?" Some of these may have come from his early days as a railway and steamship travel agent.

Sidney Carter, manager of the Merchants Bureau of Rice-Stix Dry Goods Co., a great St. Louis wholesale house, will discuss various aspects of manufacturer-dealer relations, a subject with which he has been in close contact for years and one that plays a vital part in marketing today.



Sidney Carter

Robert P. Page, Jr., president of The Autocar Company — a salesman-president who began selling Autocars in Boston in 1912 and who has been president since 1927—will talk about "Successful Operation of Branches," discussing a problem for which Autocar has perfected a highly successful solution. It is one reason why this company operated through the depression with no shut-down.



Robert P. Page, Jr.

Panther Oil & Grease Manufacturing Co., first president of the Ft. Worth Sales Managers' Club, who will speak on "Running a Successful Sales Convention"; R. A. Riley, president of the Dallas group, who will talk on "Time and Customer Control," and J. H. Carothers, president-elect, Los Angeles Sales Manager's Association, whose subject is "Are We Professional Men and Why?"

Joseph E. Zipf, president, the St. Louis Sales Managers' Council, will preside Friday morning, and the following officers of the Federation at other sessions: Raymond Bill, president, at the Friday luncheon; W. V. Ballew, vice-chairman, Friday afternoon; Saunders Norvell, chairman, Friday dinner; and J. C. Aspley, vice-president, Saturday morning.

Sessions at the meeting will open Friday morning. A luncheon will be

held at noon, followed by another group of speakers. A dinner will complete the day's activities. The Saturday morning, May 30, speakers' session will be followed by a business meeting for election of officers and discussion of the Federation program for the next year.

Registration fee for the convention has been set at \$4, which includes attendance at Friday and Saturday meetings, and both the luncheon and dinner. The committee in charge wishes to emphasize especially that sales executives not now enrolled as members of the Federation but desiring to attend are invited to communicate with Federation headquarters, 420 Lexington Avenue, New York.

Cooperating with the Board of Directors of the Federation in the St. Louis meeting is the Sales Managers' Bureau of the St. Louis Chamber of

Commerce. Sales executives in that area may obtain registration cards and information from A. G. Mungenast, at the office of the St. Louis Chamber.



Mishkin

Frank W. Lovejoy

Chester H. McCall, special assistant to Secretary of Commerce Daniel A. Roper, a familiar figure these days of many an important business gathering where direct word from the Department of Commerce is welcome, will tell the convention what the Department is doing to aid the nation's marketing activities.



Harris & Ewing

Chester H. McCall

Morris I. Pickus, president of Compass Sales Corporation, has a broad background of experience as an advertising agency partner, sales speaker and originator of a widely used sales training system for the address he will deliver on "Making Salesmen Think." He has been sales consultant for many organizations, retail and wholesale.



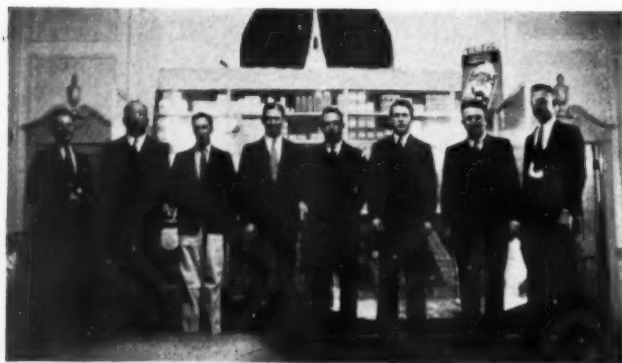
P. DeGuelde

Morris I. Pickus

Commerce. Sales executives in that area may obtain registration cards and information from A. G. Mungenast, at the office of the St. Louis Chamber.

The Federation meetings will be primarily business sessions, but through the courtesy of a special committee of the St. Louis group a variety of entertainment has been planned which will be available to delegates on an à la carte basis. A special invitation has been issued to the Federation to attend the Grand Opera Ball on Friday night, which will begin with a concert at which Edith Mason, Rosa Raisa, Joseph Bentonelli. Mario Chamlee and others will appear.

On Saturday afternoon golfing facilities will be provided for those who wish relaxation of that kind, and there will be a double-header baseball game between the Cincinnati Reds and the St. Louis Cardinals.



Some of the graduate actors of "Ballew's Little Theatre." Behind them, the portable corner grocery backdrop which provides "scenery" for the Dr. Pepper playlet.

Do you need to freshen up some of the angles of your basic sales plan to re-train your salesmen on fundamentals? Perhaps you can use this idea developed by Sales Manager Ballew.

Playlet Dramatizes Five-Point Sales Plan; Dr. Pepper Volume Up 50%

A 50% sales increase during the first quarter of 1936. No expansion of territory. The largest rise, in fact, coming from a field that has been previously most intensively cultivated. Such is the record of the Dr. Pepper Co., soft drink manufacturer of Dallas.

Because the Dr. Pepper "Five-finger Plan" of dealer-salesman education was a thumping success last year (see SM, September 1, 1935, for details) Sales Manager W. V. Ballew decided to continue it in 1936. But with variations—dramatic variations.

He devised a five-act play, each act reiterating one point in the Five-finger Plan. Then the drama was enacted before 1,400 Dr. Pepper representatives in 22 states of the South, Middlewest and Southwest. No elaborate scenery and "props" were necessary, a backdrop and simple grocery store setting were easily carried on tour by Mr. Ballew and A. H. Caperton, of Tracy-Locke-Dawson, the company's advertising agency.

Mr. Caperton had traveled with Sales Manager Ballew all over the territory when data for the original Five-finger Plan were first assembled. On this tour he took a leading rôle in each presentation of the drama. Other players were supplied by Dr. Pepper bottlers—180 men in all. These amateur actors got such a "kick" out of the performances that their enthusiasm was contagious.

"Smoke" Ballew, as he is nicknamed, assumed the rôle of master of ceremonies for the "Ballew Little Theatre." He explained each act in advance, pointing out that it was based on actual incidents which he and Mr.

Caperton had witnessed in gathering material for the Five-finger Plan. Relationship of that plan to the greatest advertising schedule in Dr. Pepper history was stressed.

Act One of the play illustrated the first item of the Five-finger Plan: Cooler location. Was the box in a choice spot? As the first reminder on which Dr. Pepper route salesmen are urged to check themselves after calling on dealers, this "finger" emphasizes that if bottled drinks are out of sight they are out of customers' minds.

Act Two put into story form the importance of a salesman making sure there's plenty of Dr. Pepper in the dealer's cooler. "Is the dealer your friend?" asked Act Three. "Did you strive to earn his regard?" Act Four inquired, "Does the dealer drink it? Do you urge him to keep energy up?" Act Five restated the question, "Does he push it? Did you remind him how it pays?" These five points constitute the plan which has enabled salesmen to register remarkable jumps in volume.

Of most importance, probably, during the Winter months was Act Four which gave conviction to the statement that Dr. Pepper is a fine cold weather drink. The script reads:

Characters: Route Salesman, Dealer and Customer.

Dealer is at cooler, drinking a Dr. Pepper as Customer enters, coat collar turned up around his neck. Apparently it is quite cold outside.

Customer: (Freezing) Brrr! Is it cold outside? This weather would freeze the horns off a billy goat.

Dealer: Yep, it's cold, all right, Joe, but it's just good Winter weather!

Customer: (Sees that dealer is drinking

CHECK YOURSELF
on that last dealer call

DID YOU DO THESE 5 Things?

1. **COOLER LOCATION?**
WAS THE BOX IN A CHOICE SPOT?
2. **PLENTY ON ICE?**
DID YOU PERSONALLY LOAD TO LIMIT?
3. **DEALER YOUR FRIEND?**
DID YOU STRIVE TO EARN HIS REGARD?
4. **DOES HE DRINK IT?**
DO YOU URGE HIM TO KEEP ENERGY UP?
5. **DOES HE PUSH IT?**
DID YOU REMIND HIM HOW IT PAYS?

100% increase is easy
If you work this Simple Tested Sales Plan

This card in route salesmen's cabs during 1935 had a tremendous influence on Dr. Pepper sales.

Dr. Pepper.) Say, whatcha drinking there, liquid fire, nitro-glycerine—or what?

Dealer:—Nope, just Dr. Pepper.

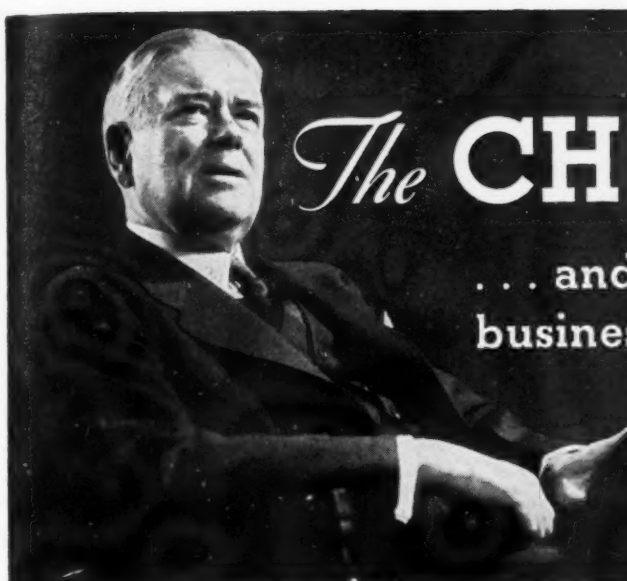
Customer: What's the idea—a cold day like this and you drinking a cold drink! That beats me!

Dealer: You just never tried one, Joe! Take it from me, Dr. Pepper tastes good in Winter; in fact, really better than it does in Summer.

Customer: Are you trying to kid me?

Dealer: No. That's straight goods; It's easily explained—in the Summer you drink frequently to quench your thirst and usually you drink too fast. But in the Winter time you drink slowly and therefore get the delicate Dr. Pepper flavor and the energy value in Dr. Pepper, too.

SALES MANAGEMENT



The CHIEF SPEAKS

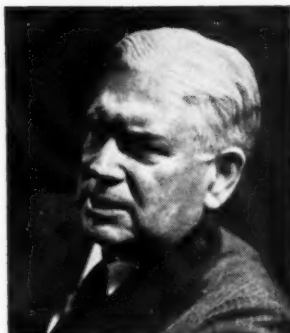
... and what he suggests for his business may benefit yours also

"You boys are always on the lookout for ideas to help our business. Two of you have already mentioned a plan that promises to increase sales. I suggest we discuss it at this staff meeting."

"Substitution is cutting in on us"

"They tell me our advertising is good. Tests prove that people see it and like it. It makes them want to buy our brand, but it does not tell them how or where to find our dealers."

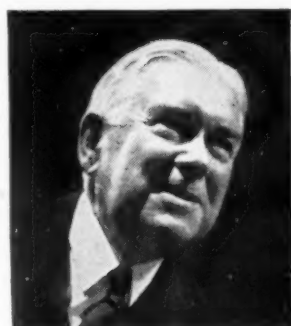
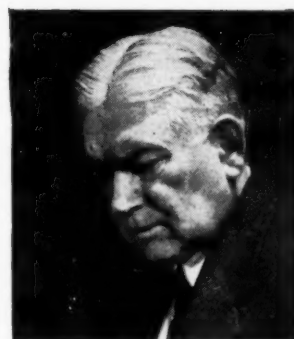
Here is where the classified telephone directory comes in. Right under the classification of your product or service you can list your brand name, trade mark and local dealers. Then, in all advertising, direct your prospects to these dealers.



"Many leading advertisers identify their dealers this way"

"Our classified directory right here is typical. It lists companies like Alliance Insurance, De Soto, Kelvinator, Hewitt Rubber, Mimeograph, Pittsburgh Paints, Stromberg-Carlson, Willard."

Look in your own classified. Judge for yourself, from the brand names listed there, how widely accepted "Where to Buy It" is.



"George, I think this is one on you"

"Yes sir, you're heading up the sales and advertising. You told me about this plan, and I know you're for it, but you've just put off getting it. Pressure of other things, eh George?"

Don't let delays affect your decision. The classified book may be a good investment for you in the cities and towns where you have distribution.



"See, here's what I'm talking about"

"We all use the 'yellow pages' when we want to buy something. So why shouldn't our brand name and dealers be listed there too?"

You too may have overlooked the obvious in not yet adopting this tested plan for your business.

"Where to Buy It" Service can insure your advertising and increase your sales

Here is a booklet that tells the whole story. It shows how you can fit this dealer identification plan to your distribution. Copy on request. American Tel. & Tel. Co., Trade Mark Service Division, 195 Broadway, New York, or 311 W. Washington St., Chicago.



... Dealer in things that haven't happened yet!



What trains have you got?

I am going on my honeymoon and would like to know if there is a train leaving June 3 around 2 or 3 a.m.—*N.Y.C.*

Please send me any information you have concerning a trip to Hawaii.—*New Hyde Park, N.Y.*

I have a wife and 2 children and we intend to take a trip to Los Angeles. We have a new Plymouth and \$500 cash to spend. We would like to see as much of the country as possible and especially Washington, D.C., and Niagara Falls. Could you direct us the best way, of places to stop and roads to take. I thank you.—*Jersey City, N.J.*



Rollin' down to Rio...

I expect to go to Rio de Janeiro, Brazil, in June, and would like information on the climate, hotels, and transportation in Brazil.—*Mahanoy City, Penn.*

I am leaving on a tour of Europe shortly (sail July 10; arrive at Havre about July 15) and am taking my car with me... Can you furnish me with road maps of Europe, indicating the best roads to travel from Havre, France to Panceva, Yugoslavia.—*Rahway, N.J.*

I intend to go to Switzerland and Germany this spring, leaving about the middle of May and traveling via Cherbourg, Paris and St. Gallen. Will you please send me free travel information?—*Brooklyn.*

Motoring to Mehecco

On June 4th I plan to leave for Mexico City by car. I also want to stop by San Diego to see the Fair. Will you please send me a road map showing the shortest route; and also note the important views to look forward to seeing.—*New York City.*

A friend and I plan an automobile trip through various parts of the U. S. and Mexico:—from New York to Florida, California and Mexico... We will appreciate information on routes, clothes, sights, hotels, etc.—*Bayside, N.Y.*

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TWELVE years ago when our Information Bureau was new and none too confident, a harassed soul stomped in and demanded, "What boat of the Hamburg Line arrived five days before the Presidential election of 1912?"

Well, finding the answer to that one got the Bureau boys and girls interested in ships and such, and gave one of them an Idear, as native New Yorkers say. The Idear resulted in the News Travel Bureau which now lives in a special niche in our Information Bureau on the first floor of the News Building. It is all lathered up with those gaudy posters and luscious literature that make you want to roll down to Rio or somewhere, instead of rolling up to the office and getting out the next ad for Sales Management. With Spring fever rampant we don't dare go near the place these days.

This Travel Bureau of ours is a curious place. It deals in things that haven't happened yet. People who think of going places come to see us first because we have nothing to sell and don't try. We just give away information about Europe and China and cabin and second class and planes leaving Newark and compartments and dining cars and arriving Kansas City 11:10 C.T. and Route 1 to Clinton where you turn right... and so forth. The Bureau is manned by two young women who worked in travel bureaux which *sell* travel before they came to our Bureau which doesn't. Their performance is, as the drama critics say, adequate, and they have made a lot of friends and fans. Many New Yorkers wouldn't think of going even to Yonkers until our young women tell them it's O.K.

Now as this is supposed to be an advertisement, we'd like to clinch the value of our Travel Bureau and just knock the eye out of the Travel advertisers by tossing off some tall statistics to the effect that Our Public bought a big \$x worth of transportation, grand tours and rooms with bath

SALES MANAGEMENT

in the year 1935 . . . But we can't. What Our Public does with the information we give 'em is entirely their business; we don't even ask their names and addresses. We can tell you, however, that 32,569 people phoned, wrote or called in person at our Travel Bureau last year—and some of them were darn swell people, too. So if you believe that Smoke indicates Fire, you can write the rest of this ad yourself.

Just the other day, frinstance, a big office wanted to know where to get busses to take 1,500 people on a picnic next June. We suggested the Greyhound Lines. But when the picnic comes off, we won't be there with flags, cameras, or even pickets!

Last July, you may remember, there were a few floods here and there and about a million parents with kids in the country and summer camps phoned us like anything to find out if they could get to the kids or vice versa . . . Well, maybe not a million, but it seemed like that for a while.

And we get numerous interesting and significant letters, a few of which we expose to you.

WE think this Travel Bureau means a lot to advertisers. It indicates that we have a lot of readers who spend money for luxury products. Every query on steamships, planes and railroads not only prefates a transportation sale, but sales to hotels, restaurants, resorts, dude ranches, shops selling clothes for sports and Southern wear, dealers in guide books and picture postcards. Every request for an automobile route presupposes the sale of a car, gas, oil, tires, traveling expenses, hot dogs and Coca Cola.

All these expenditures, remember, are marginal; indicate a surplus of income worth angling for by any alert advertiser. Whether you sell left-handed golf clubs, or lace nightgowns . . . you can reach most of the buyers in the New York market through this one paper. Because we have readers who can and do buy everything, no matter how unnecessary it may be—as well as millions of readers who buy commonplace things.

If you want to get to buyers' eyes and pocketbooks, The News is your best getter. And you can send us that schedule with the full assurance that if The News doesn't sell your stuff, nothing else will! And send it soon, won't you?

THE NEWS

NEW YORK'S PICTURE NEWSPAPER

Tribune Tower, Chicago • Kohl Bldg., San Francisco • 220 EAST 42ND ST., NEW YORK

MAY 15, 1936



Florida-friendly

I would greatly appreciate receiving any available information about hotel or furnished apartment accommodations at Miami or Miami Beach, Fla., suitable for a party of 10 men . . . There will be 3 cars in the party.—*Brooklyn, N.Y.*

On the 25th of this month I plan to take the "Florida Special" from New York with my 2 children, a boy of 6 and girl of 4. Please advise rates and suggest accommodations I should get.—*Beacon, N.Y.*

Oh . . . Lots and lots

Please tell me what cruises are scheduled during June for such southern ports as Bermuda, West Indies, South America, Panama, Canal Zone.—*Dorchester, Mass.*

Will you kindly send me whatever information you can concerning dude ranches; what and where they are, best season to go, manner of dress, etc. Also please include literature on Yellowstone National Park.—*New York City.*

And do they go places?

As I am planning a trip to the West Coast in the month of August, I would appreciate it if you would send me the most direct route to Grand Canyon National Park, and perhaps Denver as an additional point of interest. Thence to Los Angeles and San Diego . . . and back east to New York.—*Brooklyn.*

Will you please tell me the round trip railroad and Pullman fare from New York City to California, as well as the time required for making the trip (without stop overs).—*Brooklyn, N.Y.*

I am contemplating a motor trip to Los Angeles, Cal., next July. Will you please tell me the best and shortest route starting either from Boston or New York.—*Montreal, Canada.*

We wouldn't fool yare, lady

Would you please map out the most direct and best road-route to Denver, Colorado? Having gone to Texas via your way in 1931, and finding roads good and the route direct, I wouldn't take any chances unless I wrote to you.—*Brooklyn, N.Y.*

For a number of years I have wanted to attend the famous Mardi Gras at New Orleans. Please send me full information on hotel rates, and schedules and rates of train or airplane transportation.—*Hempstead, N.Y.*

. . . I am planning a trip very shortly but will wait until I receive your travel pamphlets.—*Rockaway Beach, N.Y.*

But what's your hurry?

We would like to take a 3-day trip over the Mohawk Trail and to New Hampshire and Vermont. We drive about 50 m. p. h. for about 8 hours per day. Can you suggest a trip which would take 3 days?—*Hartsdale, N.Y.*

Please route me from New York City to the Gaspé Peninsula, with the return by another route. Will you include also the approximate rates of hotels and taverns along the way; mileage; and whether or not the Canadian Government imposes a restriction on pet dogs (which will accompany our party). We shall be pleased to know what they are, such as licenses and health fees.—*Mineola, N.Y.*

Will you please send me one of your New England travel booklets? I plan on going through Maine and into New Hampshire and Vermont.—*Saint John, New Brunswick, Can.*



Here—have one on the house!

Customer: Well, after that noble discourse, I'll buy one myself. I'll try anything once.

(Dealer opens bottle for customer and they drink. Route Salesman comes in.)

R. S.: Top of the morning—and Merry Christmas to you, Mr. Brown!

Dealer: The same to you, Bill. Say, come on over and meet a new Dr. Pepper customer. I've been preaching some of your gospel to him!

R. S.: That's great. And how do you like it?

Customer: It tastes good. You know I thought cold drinks were just for Summer; but say, this Dr. Pepper tastes plenty good, and it must be close to zero outside.

Dealer: Bill, I wish you'd explain to him why that is—just like you explained to me.

R. S.: Well, it's really quite simple. You see (picks up bottle of Dr. Pepper) in this bottle of Dr. Pepper there is a whole ounce of Dr. Pepper syrup, mostly sugar. This sugar is invert or practically predigested, so that it is quickly turned into ENERGY when you drink the Dr. Pepper. That's why Dr. Pepper gives you new "life" when you drink it.

Dealer:—And that's where Dr. Pepper gets the slogan about "Energy Up."

Customer: I'm beginning to understand.

R. S.: One thing more. You drink coffee the year round, Summer and Winter. If the coffee roasters had advertised hot coffee instead of coffee, no doubt coffee today would be a Winter time drink only. Cold drinks instead of soft drinks. You get the idea!

Dealer: And now add to that energy idea what I've already told you about enjoying the flavor more in Winter time—and you have two swell reasons for drinking Dr. Pepper the year round!

R. S.: Nice going, Mr. Brown. You do a better job of it than I can. I'd better leave an extra case—

Dealer: All right, bring it in.

R. S.: Well, I've got to shove off. I've got a lot of stops to make and it's tough going in that snow. Give my regards to Santa Claus.

A "Half Canned" Interview

After the final curtain, Sales Manager Ballew "interviewed" a crack Dr. Pepper representative by means of a radio microphone and an Illustravox Junior record. The star Pepperman had sold 80,000 cases of the drink in a town of 100,000—20 bottles per customer. In making the "interview" Mr. Ballew talked into a dead microphone. The salesman answered him through a live "mike" which was recorded by the Illustravox. Later, when performing, Mr. Ballew talked to audiences through another microphone. The salesman—via the record—answered naturally each question about his procedure for getting more business, just as if he were present at the meeting.

Following the series of sales meetings—plus drama—the company inaugurated a hook-up of the South's

largest 17 radio stations. A weekly "Pepper Upper" program is broadcast over the Dr. Pepper-Dixie Network, largest independent commercial network in the country, exceeded in size only by the NBC and CBS national chains. Tracy-Locke-Dawson agency prepares this, as all other, Dr. Pepper

advertising for the various media.

Considering the gratifying results attained through the "strolling players," Sales Manager Ballew is convinced that a tested plan can be repeated with equally satisfactory returns—if the variations are sufficiently ingenious.

Standard Oil Offers Prizes to Auto Drivers for 65-Day Road Test

PSYCHOLOGISTS tell us that the easiest way to train a child or a wife is to suggest acts which they will willingly do. Animal trainers start the same way with dogs. That is the beginning. The harder tasks follow. Acute salesmen often start with coupons.

Standard Oil Co., of Indiana, has started what is probably the greatest and most continuous "mass suggestion" idea ever launched by a sales organization. It is offering the automobile drivers of 14 Midwestern states a "road test record book" which, if carried through, will remind the driver of Standard and Standard Red Crown gasoline every day for 65 days.

The announced aim is to get 300,000 "research test cars" on the roads, under actual everyday performance, to make records of the mileage and costs of various gasolines. Oils by brand name are also included. If the test cars total a million there will be no disappointment. The 300,000 is merely the target to shoot at.

To encourage the cooperation of drivers a series of \$5,000 in cash prizes, top \$1,000, and 500 merchandise prizes have been hung up. A metal emblem showing a red crown between two yellow wings upon which appears "Standard Oil Research Test Car" is given to every driver who gets a book to be placed on his car.

In announcing the campaign to the public in the 14 Mid-Western states, 1,685 newspapers are being used. Of

these about 600 are dailies. Sixty-one of them, equipped for color printing, were given full-page color ads in a grand splash to start the campaign. About 20 farm papers and full poster coverage will be used.

In testing out the soundness of the idea 10,000 motorists were approached and questioned. Of these, 82% agreed that they would be willing to participate. Standard calls it "The World's Greatest Road Test."



A colored metal emblem adorns test cars.

The object is given as "to learn the truth about gasoline mileage."

Standard Oil service men and dealers were given instruction about the campaign through the medium of a series of meetings held late in April throughout the territory. A motion picture, made in Hollywood, with sound, running a full hour, was used. In it appeared Frank Craven, Betty Blythe, Bryant Washburn and other well-known film personalities.

When the 65-day record is completed the driver is asked to sum up his findings in a 75-word summary and upon this the 700 prizes will be awarded, says McCann-Erickson, the agency in charge.

DATE AT START	SPEEDOMETER READING AT START	BRAND OF GAS IN CAR AT START	Gallons of Gas Added	Brand of Motor Oil Added	Quarts of Oil Added	Grade of Oil S.A.E. No.	Tire Pressure (Before adding air)	Dollars Spent on Repairs, etc.
				<input type="checkbox"/> Iso-Via "B"				\$
Stopped for Gasoline	Speedometer Reading	Brand of Gasoline Added	<input type="checkbox"/> Slow <input type="checkbox"/> Moderate <input type="checkbox"/> Fast	<input type="checkbox"/> Level <input type="checkbox"/> Heavy <input type="checkbox"/> Mixed	Repairs or Adjustments Since Last Gasoline Stop	Tires Bought Tires Repaired Cost \$	<input type="checkbox"/> Chassis Lubrication Job Done	
Date		<input type="checkbox"/> Red Crown		<input type="checkbox"/> Iso-Via "B"				\$
NATURE OF DRIVING DONE SINCE LAST GASOLINE STOP	Check One in Each Group	<input type="checkbox"/> City <input type="checkbox"/> Country <input type="checkbox"/> Mixed	<input type="checkbox"/> Slow <input type="checkbox"/> Moderate <input type="checkbox"/> Fast	<input type="checkbox"/> Level <input type="checkbox"/> Heavy <input type="checkbox"/> Mixed	Repairs or Adjustments Since Last Gasoline Stop	Tires Bought Tires Repaired Cost \$	<input type="checkbox"/> Chassis Lubrication Job Done	
Date		<input type="checkbox"/> Red Crown		<input type="checkbox"/> Iso-Via "B"				\$
NATURE OF DRIVING DONE SINCE LAST GASOLINE STOP	Check One in Each Group	<input type="checkbox"/> City <input type="checkbox"/> Country <input type="checkbox"/> Mixed	<input type="checkbox"/> Slow <input type="checkbox"/> Moderate <input type="checkbox"/> Fast	<input type="checkbox"/> Level <input type="checkbox"/> Heavy <input type="checkbox"/> Mixed	Repairs or Adjustments Since Last Gasoline Stop	Tires Bought Tires Repaired Cost \$	<input type="checkbox"/> Chassis Lubrication Job Done	

A section of the "road test record book," showing the form which the driver fills in. Marginal notes carry many another reference to Standard products, sweetened with useful information for auto owners.

SALES MANAGEMENT



Bill Simpson knows his groceries

To look at Bill Simpson's grocery store in Carter, Oklahoma, you'd never imagine that he would be doing an annual volume of \$50,000.

And yet that is what the books of this western Oklahoma merchant show. And this in a country town of 642, located more than 75 miles from any city of 10,000 population, with two other exclusive grocery stores for competition!

Of course, Bill doesn't depend upon the townspeople for the bulk of this business. Like other Oklahoma, North Texas and Texas Panhandle merchants his business is 95% rural.

The story of Bill Simpson is typical of the area

served by *The Farmer-Stockman*. Big city volume is hidden behind small town store fronts. Shelves are laden with standard advertised merchandise. Stores are crowded with discerning farm customers who no longer ask for bran flakes, but who insist on Post's 40% Bran Flakes; who never say simply, "corn sirup," but designate Karo; who demand Lewis' Lye or Oxydol . . . or some other brand name which has been sold to them through an advertising campaign in *The Farmer-Stockman*.

THE FARMER-STOCKMAN, Oklahoma City, Okla.

Now more than 227,000 circulation—covering Oklahoma, North Texas and the Texas Panhandle.

Radio Surveys in 63,663 Homes Show 45% Listener on Average Day

Composite of radio coincidental telephone surveys shows greatest listening in cities under 100,000 population and in Western Time Zones; cities of more than one million population have fewest listeners in proportion to radio sets owned.

TAKE an average day in an average month—Summer months excluded—and you will find a higher percentage of radio sets in operation in the Mountain Time Zone than in any other section of the country; more on the Pacific Coast than in the Middle West, East or South; more in cities between 10,000 and 25,000 than in any other population group.

The percentage of radio sets in operation to total sets owned increases as you go down the population scale—see Table A. The range by city population groups goes from a low of 40.8% in cities of more than 1,000,000 to a high of 61.3% in the smaller cities.

These conclusions are drawn from an analysis of more than 63,000 telephone calls made by investigators of the Market Research Corporation of America. The calls were part of radio coincidental surveys made by the research organization for advertiser and agency clients during the past 24 months.

All names were selected at random from telephone directories. All calls were made between 4:45 and 11 P.M. Eastern Standard Time. The majority of programs checked were of 30-minute duration. None were programs of less than a quarter hour.

By months the checking of listening habits was divided as follows:

January ...	34%
February ...	3
March	10
April	15
May	6
October	15
December ..	17

By days of the week the breakdown is as follows:

Sunday	8%
Monday ...	17
Tuesday ...	11
Wednesday .	26
Thursday ..	18
Friday	17
Saturday ...	3

Among the programs checked in this survey were the following: Ford, Town Hall, One Man's Family, Paul Whiteman, Warden Lawes, Boston Symphony, General Motors, Bing Crosby, NBC Music Guild, Gay Vienna, Guy Lombardo, Rudy Vallee,

Sinclair Minstrels, A & P Gypsies, Hollywood Hotel, Walter Winchell, Father Coughlin, New York Philharmonic, Elgin Review, Stoopnagle and Budd, Easy Aces, and Becker Dog Chats.

The checking was done in 124 cities ranging in size from 2,500 up to and including New York City, and in Table C we present a detailed compilation for 24 cities in which 600 or more completed calls were made, and in the text following that table is a listing of the number of calls and the percentages in other important cities.

The Market Research Corporation

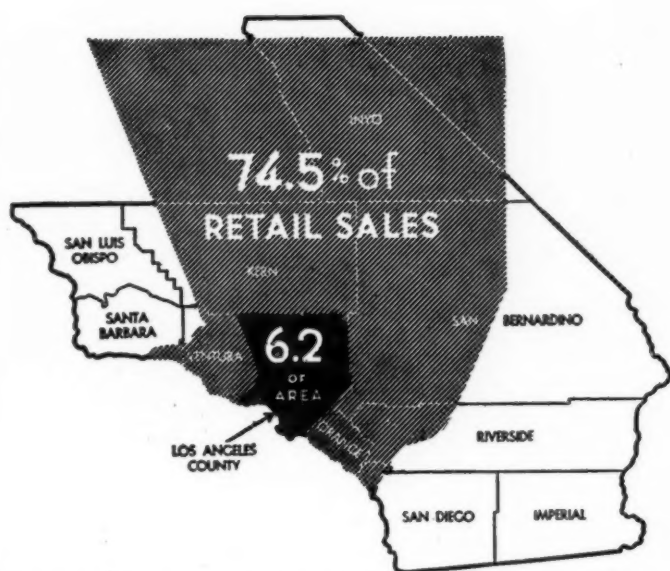
Table A: Radio Listening Habits by City Population Groups

City Group	Refused Information %	Number Radio Owners Interviewed	% Radio Homes to Total	Listening %
More than 1,000,000.....	3.0	21,718	97.1	40.8
500,000 — 1,000,000	2.9	14,325	97.6	42.4
250,000 — 500,000	3.3	12,815	97.2	45.7
100,000 — 250,000	2.1	8,039	97.7	54.3
50,000 — 100,000	2.6	3,182	97.2	46.1
25,000 — 50,000	4.7	1,406	95.3	54.8
10,000 — 25,000	1.7	1,369	95.5	61.3
2,500 — 10,000	1.1	809	96.2	52.9
Total	2.9	63,663	97.2	45.0

Table B: Radio Listening Habits by Time Zones

	Refused Information %	Number Radio Owners Interviewed	% Radio Homes to Total	Listening %
Eastern				
New England.....	3.5	5,082	96.6	43.1
Other North.....	3.1	24,195	97.2	45.2
South	2.7	2,470	96.6	39.2
Total	3.2	31,747	97.0	44.4
Central				
North	2.9	8,792	98.2	44.7
South	3.0	13,283	96.7	43.9
Total	2.9	22,075	97.3	44.2
Mountain				
North and South.....	1.6	2,245	97.6	56.9
Pacific				
North	2.1	1,719	97.2	47.4
South	2.3	5,877	98.1	46.0
Total	2.2	7,596	97.9	46.3
Totals	2.9	63,663	97.2	45.0

74.5% of the Retail Sales of ALL Southern California are made in Los Angeles County



Solid black shows actual land area of Los Angeles County; shaded area shows comparative value of retail business done in this ONE county.

The Southern California Market is made up of the 11 counties shown on this map—a total area of 66,544 square miles—yet 74.5% of all the Retail Business of this vast area is done in ONE COUNTY.

In this comparatively concentrated sales field one daily newspaper reigns supreme, both in Circulation and in Volume of Advertising

The Number 1 Advertising Buy in Los Angeles

LOS ANGELES EVENING
HERALD AND Express

REPRESENTED NATIONALLY BY

PAUL BLOCK AND ASSOCIATES

NEW YORK CHICAGO DETROIT LOS ANGELES SAN FRANCISCO BOSTON CINCINNATI PHILADELPHIA

and the editors of SALES MANAGEMENT believe that the city percentage figures are both interesting and indicative, but we offer the figures without drawing conclusions. It is possible that the sample is not sufficiently large to provide definite proof of individual city listening habits.

The breakdowns by time zones and city population groups represent much larger samples and presumably have greater validity as trend indicators. The breakdown by time zones does not

show extraordinary differences in listening habits—the range being a low of 39.2% in the South East to 56.9% in the Mountain Time Zone. Radio families in the East are less likely to cooperate with an investigator (3.2% refusals) while those in the Mountain states are most cooperative, with only 1.6% refusing information.

Table A—radio listening habits by city population groups—shows a much more clearly defined trend, with a range from 40.8% to 61.3% and a

This is the twenty-fifth of a series of pioneering surveys and studies made exclusively for SALES MANAGEMENT by the Market Research Corporation of America, under the direction of Percival White and Pauline Arnold.

Table C: Major Cities—and Their Radio Listening Habits

City	Refused Information %	Number Radio Owners Interviewed	% Radio Homes to Total	Listening %
Syracuse0	2,214	98.8	74.6
Salt Lake City	1.5	1,047	98.2	64.9
San Francisco	1.8	1,183	98.6	54.2
New Orleans	6.3	1,037	96.7	54.2
Portland, Ore.	3.0	885	97.5	52.4
Atlanta	1.1	886	95.6	51.6
Washington	10.3	630	96.6	49.7
Pittsburgh	6.2	800	99.0	49.4
Wheeling	3.2	590	98.2	48.6
Denver	1.5	851	97.3	48.4
Minneapolis	3.6	1,782	98.5	44.9
Dallas	1.1	1,099	97.3	43.8
St. Louis	3.3	5,082	97.0	43.3
Detroit	5.4	1,543	98.7	43.2
Albany	5.8	669	96.8	43.2
Los Angeles	2.8	4,094	98.0	42.8
New York	2.5	6,200	95.1	42.2
Buffalo	1.3	1,108	98.7	40.4
Boston	4.4	2,934	97.0	40.0
Chicago	2.7	4,989	98.2	39.8
Philadelphia	3.7	4,892	97.4	37.6
Baltimore	1.4	3,142	98.2	37.1
Kansas City	2.8	2,872	97.0	34.2
Worcester	1.3	605	98.2	31.9
Totals, 24 cities	2.9	51,134	97.4	43.9

The compilation above was made for SALES MANAGEMENT by the Market Research Corporation of America. It is a composite tabulation of a number of radio coincidental (telephone) surveys made for clients during the past 24 months. All names were selected at random from telephone books. All calls were made between 4:45 and 11 P.M., Eastern Standard Time. The majority of programs checked were of 30-minute duration.

The 24 cities listed above are the ones where a minimum of 600 completed telephone calls were made. Of all people called, 1,539 refused to give any information to the investigators; 1,373 said they did not own a radio.

The Market Research Corporation tabulated the call reports on 124 cities. The percentage of listeners and the number of calls made on radio home owners in other selected cities is as follows:

Altoona, 13%—307; Asheville, 51%—129; Akron, 61%—326; Binghamton, 36%—73; Cleveland, 58%—76; Columbus, 60%—102; Cincinnati, 62%—250; Charlotte, 54%—101; Duluth, 66%—222; Davenport, 66%—100; Des Moines, 52%—458; Elyria, 60%—525; Fort Wayne, 56%—112; Fresno, 49%—103; Hartford, 39%—162; Houston, 45%—238; Harrisburg, 52%—105; Indianapolis, 53%—306; Ithaca, 47%—51; Jersey City, 46%—50; Janesville, 59%—59; Lincoln, 42%—258; Louisville, 47%—362; Madison, 73%—101; Memphis, 45%—234.

Also Newark, 50%—166; Nashville, 48%—396; Oklahoma City, 55%—99; Portland, Me., 55%—260; Providence, 58%—222; Peoria, 51%—71; Phoenix, 49%—45; Richmond, 41%—439; Rochester, 34%—341; Roanoke, 39%—99; Sacramento, 41%—272; Savannah, 41%—174; Seattle, 48%—278; Spokane, 34%—365; Schenectady, 66%—227; Tulsa, 44%—208; Utica, 67%—105; Wichita, 45%—97.

national average of 45%. As we progress downward from the largest cities to the smallest, there is a steady increase in the percentage of listeners, broken only in the cities of from 50,000 to 100,000, and it seems to be a safe assumption that radio sets are operated at longer intervals and with more consistency in the small cities than in the large.

All of the breakdowns—see each of the three tables—offer striking confirmation of the dense saturation of radio sets in telephone homes. The lowest figure in any population group is 95.3%, and the percentage in all of the time zones is 97 or higher.

Socony-Vacuum Plays Up Mobilgas, Drops Socony

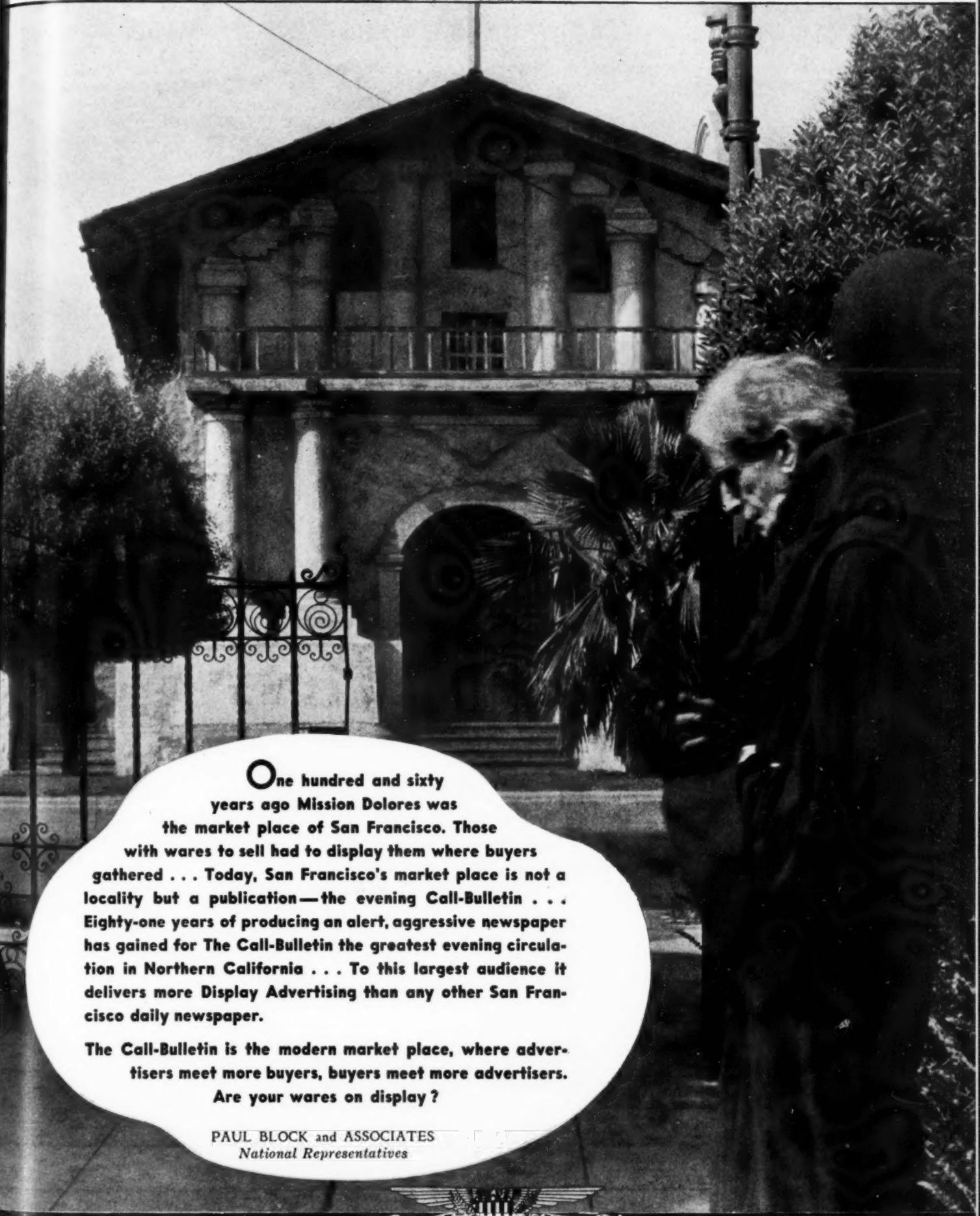
Following the example of Texaco and Shell in selling gasoline nationally, Socony-Vacuum Oil Co. replaces the name Socony throughout New York and New England ("Soconyland") with "Mobilgas."

The change will permit the company to promote a uniform brand of Mobilgas, Mobiloil, Mobilgrease, and Mobil specialties from Coast to Coast. "Soconyland," which will lose that title, is the last gap to be filled in the nation-wide market map. Socony signs with the well-known flying red horse will remain on filling stations in this area, but the pumps are being changed to Mobilgas.

The Mobilgas trade name was introduced by Vacuum Oil Co. shortly before its merger with the much larger Standard Oil Co. of New York in 1931. After that merger the Socony name received a lion's share of the advertising. But Vacuum had sales outlets in all parts of the country, and Socony operated only in a comparatively small territory. Hence the present decision to subordinate Socony and play up the Vacuum Mobilgas brand.

Newspapers will carry the campaign, two insertions a week, from May 14 to July 4. J. Sterling Getchell, Inc., is the agency.

SALES MANAGEMENT



One hundred and sixty years ago Mission Dolores was the market place of San Francisco. Those with wares to sell had to display them where buyers gathered . . . Today, San Francisco's market place is not a locality but a publication—the evening Call-Bulletin . . . Eighty-one years of producing an alert, aggressive newspaper has gained for The Call-Bulletin the greatest evening circulation in Northern California . . . To this largest audience it delivers more Display Advertising than any other San Francisco daily newspaper.

The Call-Bulletin is the modern market place, where advertisers meet more buyers, buyers meet more advertisers.
Are your wares on display?

PAUL BLOCK and ASSOCIATES
National Representatives



THE CALL-BULLETIN—FIRST IN NORTHERN CALIFORNIA EVENING CIRCULATION

How B&B Solved the Problem of a "Hard to Advertise" Product

"Physical perfection" theme proves sound in attracting attention of youths—more sports tie-ups part of '36 campaign

DURING the late Mid-Victorian era of merchandising, when women still blushed, the problem of merchandising men's supporters was a vexation to manufacturers. The item remained hidden. It was unthinkable to display it. The manner in which Bauer & Black has licked the problem is a story of evolution in sales methods.

Probably it would have been impossible in the pre-Kotex years, but the world has moved. It all started as the result of a survey made in 1932 by the A. C. Neilsen Co. when thousands of individuals and retailers were interviewed.

The question, frankly, was to find a way to make new customers. The survey revealed several facts:

That only a small percentage of men

wore them or knew much about their value.

That wearers had usually started the habit in their years of active youth.

1936: Now a boy is brought into the picture, along with a new physically "ideal" grown-up. Gymnasiums, health clubs, and YMCA's like the display well enough to ask for it for their halls.



1935: Bauer & Black changed over to a color photograph of a living model. He was Emerson Norton of Chicago, one-time member of an Olympic team, winner of many medals.



1934: An artist's conception of the ideal man formed the central sales appeal in counter and window displays.

That they seldom switched brands; continuing to use their first choice through life.

That the old method, mere description of product, only met the eyes of regular customers.

The real campaign to merchandise supporters got under way in the years 1932-33. These consisted of window displays and counter displays modestly showing the product. The sales talk was built around fabric, mesh, weave, and the general superiority of product. This failed to bring the hoped-for new customers, and soon Bauer &

Black decided they were on the wrong trail.

"We've got to get the interest of youth," said an official.

"How?" asked another.

"Why not through the appeal of health, vigor, perfection of physique, safety in athletics and youthful activities?" was the answer.

An artist was employed to paint, in oils, an "ideal man." This picture was reproduced in colors in cut-outs. The story of fabric and quality was laid aside. Smaller display cards showed baseball players, swimmers, and other athletes.

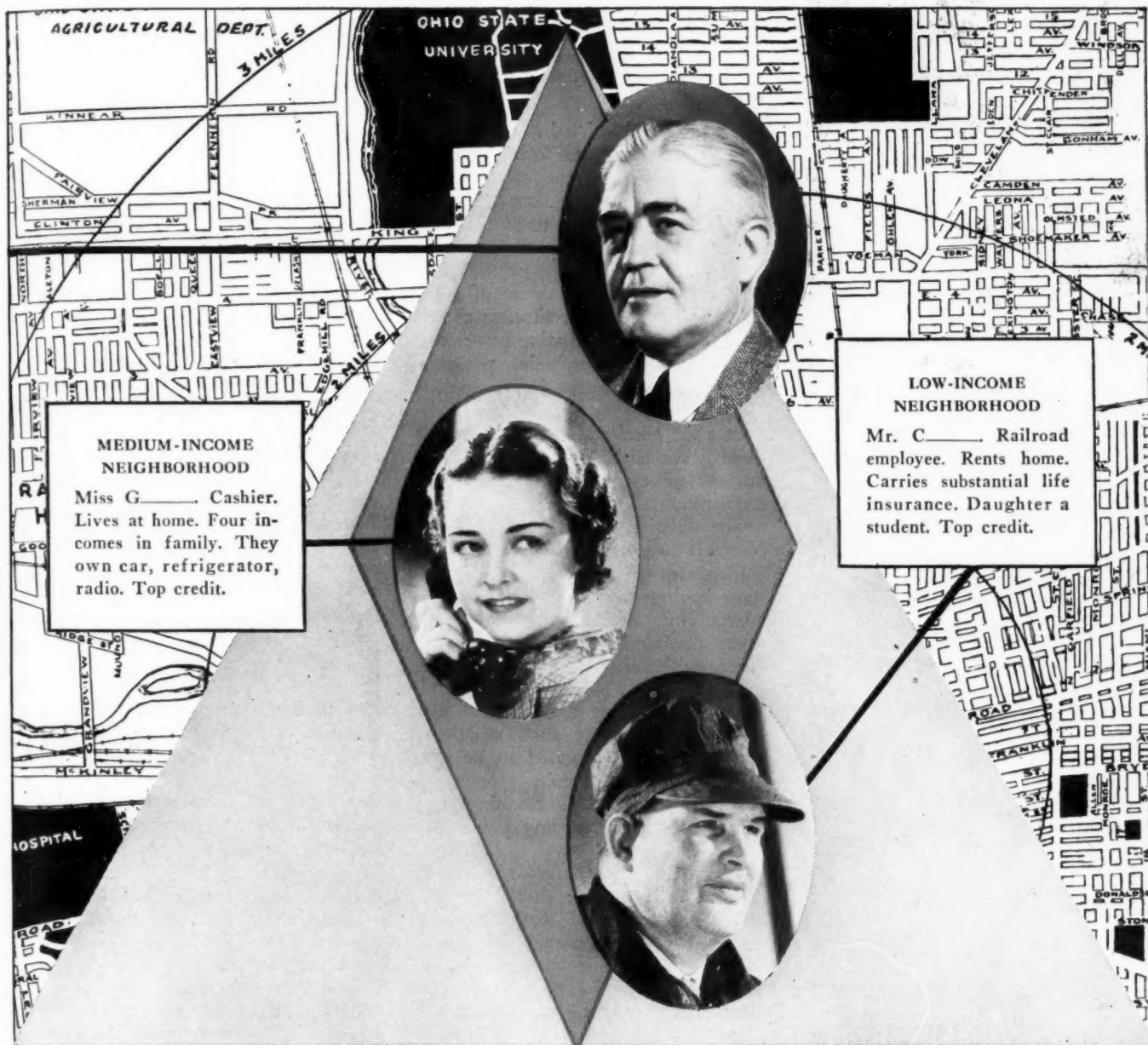
The "physically perfect man" was merely an idealized man. Sales began to pick up. Youth became interested. But when the year ended, the critics within the organization felt that a "painted man" lacked individuality and personality. Why not something better? That was at the end of 1934.

With the year 1935 a living "perfect man" was found. An athlete who had earned a chest full of medals and had been on an Olympic team. He is Emerson Norton, of Chicago. He was photographed in athletic trunks in color with his flowing muscles in full relief.

Supporting cut-outs for displays were real photographs of swimmers, track men and others with plentiful (Continued on page 798)

SALES MANAGEMENT

the Diamond Market



MEDIUM-INCOME NEIGHBORHOOD

Miss G——. Cashier. Lives at home. Four incomes in family. They own car, refrigerator, radio. Top credit.

LOW-INCOME NEIGHBORHOOD

Mr. C——. Railroad employee. Rents home. Carries substantial life insurance. Daughter a student. Top credit.

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in house aprons, in palatial residences and in rented flats, in every income class. But whoever they are and wherever they are, these readers who make up The American Magazine Diamond Market have one common characteristic—responsibility.

The Diamond Market buys what it wants. But even more important to manufacturers and retailers, it pays for what it buys.

Magazine

THE AMERICAN MAGAZINE, THE COUNTRY HOME

MAY 15, 1936

The Diamond Market—Profitable for Advertisers and Retailers

The American Magazine audience forms a DIAMOND, extending from top to bottom of the national income triangle. Wide in the middle where national sales are greatest, it tapers at the top, where there are fewer people; tapers at the bottom, where there is a decreasing market for the sale of most nationally advertised products. And this American Magazine Diamond Market is profitable from top to bottom. It *Buys* and it *Pays*.

[765]



Ewing Galloway

This story of the way a Census Bureau expert broke Cleveland up into 321 sections shows the procedure which will soon give sales executives a clearer understanding of the composite character and potentialities of every big city market in the United States.

BY
TED COX
AND
DEAC MARTIN

Census Tract Analysis Will Give Valuable New Data on Intra-City Markets

THE conventional survey assumes a major market to be composed of one homogeneous population living on the same economic standard; it assumes it to be one market instead of a composite of many markets.

Yet every city is made up of good, bad and indifferent territories; of sections with high purchasing power and sections with no purchasing power at all, and the important in-betweens.

A market survey usually fails to delineate the good and the bad. It fails to give essential facts on the various markets within a major market so the executive can look at the figures and decide definitely and quickly: "Fine. Now I'll do just this and just that."

Plenty of surveys indicate the average buying power of the people in a large city. But the average for the city as a whole frequently means little. The executive should know which sections average \$10,000 income and which average less than \$500. He should know where each of these income sections is located so he can shoot directly at certain groups of streets and know what consuming possibilities and what buying power he will find on them.

The woeful lack of knowledge about intra-city markets—the almost general failure to understand that cities are never single, homogeneous markets—is recognized by modern business pioneers as one of the most glaring weaknesses in market surveys.

This recognition has led to cutting up cities into many small areas known as "census tracts," collecting and analyzing market data on each tract or group of tracts. These sections have permanent geographical boundaries which remain constant. As census tracts they are resistant to influences which make all other urban divisions subject to alteration.

By the end of this year, every large city will be laid out in such census tracts to be held constant and used by the Bureau of Census and other governmental agencies for collecting and tabulating data which show the elements of city and intra-city markets.

In Cleveland, the development of this census tract tool has already reached a very high stage. Therefore we look to Cleveland to find methods

for learning about these "cities within cities" which make a patchwork economic pattern superimposed upon the city's blanket population.

A Cleveland, Howard Whipple Green, leading census tract analyst of the nation, has developed urban population and market studies to the point where Cleveland is recognized by business leaders and statistical experts as the community which knows more about itself than any other city in the world.

With the backing of the same far-sighted business leaders who made it possible for him to develop in Cleveland the nation's first Real Property Inventory, Mr. Green has statistically torn the Cleveland market into 321 sections. He has assembled literally thousands of facts on the ways of living of the people in each of these small sections—the values and rentals of homes, whether or not the families have automobiles, where families live that have electric refrigerators, bathtubs, stoves, furnaces; how they go to work; the physical condition of their homes, the size of their families, how they cook, and numerous other marketing statistics. The average tract is the equivalent of a village with 4,200 inhabitants.

Examining these various sections, one by one, the marketing executive sees one area consisting entirely of streets filled with \$20,000 homes—another tract where the families can pay only \$10-\$15 as rent. One may be his ideal market, while the other is worthless to him.

He sees one tract where nearly all families have two or three bathrooms, automobiles and telephones. He sees, only a short distance removed, another tract with practically no bathrooms, few automobiles, and one telephone for eight families. He sees other tracts among the 321 which make up the great middle class markets. Each presents a different picture.

Building such specific facts into good judgment, he can determine the intra-city markets which are rich with good prospects and those which are fallow. He can see the streets where a house-to-house salesman will meet only servants, and other definitely bounded areas where that salesman would meet only people too poor to

SALES MANAGEMENT

“Why is The Literary Digest so necessary in the review weekly market?”

Lots of advertisers and agency men have asked that question

HERE IS OUR ANSWER:



FIRST— The Literary Digest has the *largest current circulation* of any of the three weekly magazines whose editorial content is based on a review of news events. Together these three magazines reach 1,360,000 of the keenest, most influential and well-to-do families in the country. The advertiser by buying all three can reach 7 out of 10 of all the cultural magazine reading families — a majority of the income tax paying families — and the best charge account customers of America's finest retail stores.

(And the cost is *only \$4575* for a full page in all three magazines—*less than \$60,000 for a page in each every four weeks for a full year.*)

SECOND— The Literary Digest reaches a *separate and distinct audience*. There is practically no duplication between the review weeklies because the editorial plan of each weekly is vitally different. To its forty-five year old basic formula—Both sides of the question — Opinion, and quoting the source of the opinion — The Digest adds (as the others do) news by cable, by telephone, by personal interview. Thus The Digest offers a service unique and indispensable.

THIRD— The advertiser or agency who realizes the opportunity offered by the review weekly market will naturally think of the publication reaching (on a guaranteed basis) 45% of that market — too large a slice for any smart space buyer to overlook. That publication is The Literary Digest.

FOURTH— The advertiser who scans rates and cost per thousand with an eagle eye will not miss the fact that The Literary Digest offers by far the best buy — more copies delivered at less cost — 600,000 families for only \$1800.

● A bit on the Dry side, The Literary Digest does not accept liquor advertisements. There are many people of many minds in this great country and there is a large group of temperate, conservative families who want The Literary Digest and endorse its publishing policies.

	CIRCULATION	RATE
THE LITERARY DIGEST	600,000	\$1800
TIME	600,000	\$2175
NEWS WEEK	160,000	\$600
TOTAL	1,360,000	\$4575

The Literary Digest

buy anything but the barest necessities, provided largely by relief organizations.

The statistics show the experienced advertiser just which areas will read circulars and which areas may have the same circulars junked by servants, unread. They show him where to advertise expensive goods and where to advertise low-priced products.

Through the great wealth of census tract knowledge, the Cleveland marketer has the world's best foundation for building up scientifically authentic knowledge of urban territories.

Recognizing that each section has its own level of buying power, Mr. Green has classified each census tract under one of ten headings. The highest buying power is in the highest economic tenth, the next in the second highest, and so on to the lowest economic tenth. (Each economic tenth represents 100,000 people, or 10% of the whole population.)

Analyses made on this basis have shown distributors of high-priced automobiles, for instance, that they would waste time and money trying to cultivate the streets falling into the lower living plane territories. Mr. Green's figures show that the 10% of the city's population which lives on the highest economic level owned 66% of all the LaSalles in Greater Cleveland several years ago.

This is only one of the many illustrations of how definitely markets for various articles are concentrated in small geographical divisions which are scattered throughout the city.

Rifle-Shot Selling Possible

The same studies show that Greater Cleveland's mechanical refrigerators are practically all concentrated in a few sections. For instance, 88% of the 534 families in one tract had mechanical refrigerators two years ago, while not one of the 1,614 families in a nearby tract was equipped with that modern convenience. And the hundreds of other tables covering the great middle-class markets show that most of these middle-class tracts have very few mechanical refrigerators except in scattered cases. In spite of the extensive sales effort of the electrical and gas refrigerator distributors, most of their business has been done in just a few of the 321 census tracts.

Recognizing from such examples that uniform cultivation of an entire metropolitan area may be unprofitable while concentration on good areas of a large city is obviously highly profitable, the marketing man is ready to intensify his sales and advertising powers in the good markets, leaving

out, so far as possible, the completely worthless sections.

He is able to shoot with a rifle instead of a blunderbuss as soon as he knows where the bullseyes of his sales territories are located. And this marketing fact becomes important now because of the nation-wide development of census tracts which will make it possible for other cities to provide good targets as they are provided in Cleveland.

An extreme example of why some areas buy certain goods and others don't is found in the fact that most of the families in one census tract don't even buy such an every-day necessity as light bulbs. Although that section is located near the heart of the city, and while electrical transmission wires spiderweb all through it, practically none of the homes have electricity. (Current has been turned off or the antiquated houses there were never wired.)

In addition to pointing out areas full of red-hot prospects, the census tract data frequently become profitably iconoclastic. For instance—Cleveland has no subways, elevateds or well-developed commuting facilities. Nearly all Cleveland workers go to their shops or offices either by street car or automobile.

So, with most of the workaday transportation divided between street cars and automobiles, the natural assumption is that automobile owners use their cars almost exclusively to go to work.

That general assumption has set up difficulties for street car advertising people in trying to sell space to automobile accessory merchandisers.

The detailed information of the census tract studies shatters that assumption by factually pointing out that significant thousands of automobile owners go to work by street car.

While 163,966 families have at least one car, only 88,151 drive to work; and most of the car owners who don't drive take street cars.

Armed with Mr. Green's facts the street car advertiser knows that 97,000 principal income earners spend an average of one hour and 16 minutes a day exposed to street car posters. He knows also just where each of these car riders comes from—the section where you can find the 15,000 workers who spend between two and three hours a day in the seats of street cars—and how much they can purchase.

He finds out what kind of customers these car riders are. For example, picking out one little section of 1,000

(Continued on page 794)



"Do you realize we haven't had a single box of flowers since the Depression started this epidemic of straight commission?"

Will You Accept AN ITEMIZED ACCOUNT OF WHAT 2,000,000 WOMEN BUY AT DRUG AND COSMETIC COUNTERS?

**Volume 3 of FAWCETT WOMEN'S
GROUP Survey Reveals the Buying
Habits of 2,000,000 Young Women
Readers . . . of Longest "Life
Expectancy" as Customers**



HERE it is — Volume Three of Fawcett Women's Group's gigantic survey! In this section the drug store purchases of this group's readers are completely dissected and reported for you. Seldom if ever has there been any survey quite so important to drug and cosmetic advertisers as this one. For this is the cross-sectioning of 2,000,000 circulation, concentrated among young women whose average age is 25.5 years.

Right at this age-average the young woman is at her peak, as a customer at the cosmetic counter. She is entering into her most intensive period of buying activity at the drug and medicine counters of America's 70,000 drug stores.

For it is right at this age that you find most young wives — young mothers with their first and second babies! On the younger side of our average you find the girls who are just ready to marry. From 18 to 30 — that is the time when beauty appeals are strongest to women. From 24 on, is when most of them start taking on the responsibility of family drug buying — soaps, toothbrushes and toothpastes, mouth washes and other drug store products for the family; medicines of every sort for growing children.

HOW TO INFLUENCE THEIR BUYING PREFERENCE

And — this is the easiest time to reach these young women, if you are ever to win them as customers. They haven't done much family drug buying until now. They have no prejudices. They are young — they want to test new items. Now they have the responsibility of buying. Take advantage of that responsibility — and that willingness to buy and try!

MAY 15, 1936



This book gives you the **complete** list of all the things they buy. It is a complete analysis of the drug and cosmetic purchases of one fifteenth of the entire American market. Besides its vitally helpful market analysis it presents a picture of the size of the market in which you want a bigger share. Reserve your copy of "The Age of Profit for Drug and Cosmetic Advertisers," today. Just telephone or write the nearest Fawcett Women's Group office now.



Fawcett Women's Group

SCREEN BOOK • SCREEN PLAY • MOTION PICTURE • MOVIE CLASSIC • HOLLYWOOD
TRUE CONFESSIONS • ROMANTIC STORIES • ROMANTIC MOVIE STORIES

FAWCETT PUBLICATIONS, Inc.

1501 B'way, Paramount Bldg., N. Y. 360 N. Michigan Ave., Chicago Fawcett Bldg., Greenwich, Conn.
Simpson-Reilly, 536 S. Hill St., Los Angeles Simpson-Reilly, 1014 Russ Bldg., San Francisco

[769]

Many Ad Budgets Get Rising Share of Net Sales, A.N.A. 1935 Study Shows

A WIDE analysis of advertising budgets for 1935 compared with 1934 and 1933 has just been completed by the Association of National Advertisers. This detailed study of how advertisers in many fields determine how much to spend—expressed in percentages, not dollars—and how they split up their appropriations among various kinds of media, indicates a generally rising interest in advertising on the part of industrials as well as by several classes of consumer advertisers.

This voluminous "Survey of 299 National Advertising Budgets, 1934-1935" covers such subjects as relation of advertising to net sales, basis on which budgets were determined, 1935 budgets by media compared with 1934, breakdown of industry budgets by media, advertising administrative expenses, space advertising production costs and export advertising budgets. It has been delivered to all A.N.A. members and is offered for sale to non-members.

Industrial Advertising Up

Among industrial advertisers, every group except those selling building and construction materials increased, for 1935, the percentage of their net sales volume devoted to advertising. Makers of paper and paper products increased from 3.67% in 1934 to 4%; automotive equipment from 3.47 to 3.90; electrical equipment from 1.25 to 2.25, machinery and supplies from 1.67 to 2.01, steel and other metals from 1.28 to 1.33, "miscellaneous" from .64 to .75 and chemicals from .45 to .50.

The list of consumer advertiser groups shows both increases and decreases of the percentage of net sales volume spent for advertising. Proprietary medicines, always at the top of the list, slipped downward from 35.44% in 1934 to 33.78 in 1935, drugs and toilet articles from 28.52 to 27.65, auto accessories from 10.30 to 5.90, petroleum products from 5.96 to 5.68, sporting goods from 6 to 5.67, confections and ice cream from 5.65 to 5.35, beer from 6.25 to 4.67 and slight declines appeared in house furnishings, household electrical

equipment, travel and transportation, footwear, hardware, office equipment and textiles.

Increases, however, were shown by these consumer advertiser groups: Beverages, soft and carbonated, from 14.28% in 1934 to 15.23 last year; silverware, clocks, etc., from 6.78 to 9.31, paints and varnishes from 5.18 to 7.40, drug sundries from 5.50 to 6, heating and air conditioning from 5.20 to 5.73, food and grocery products from 4.94 to 5.07, service organizations from 3.17 to 5, clothing from 4.16 to 4.50 and agricultural equipment from 2.57 to 3.78.

How Budgets Are Determined

In determining advertising budgets for 1935, percentage of sales was used as a basis by a majority of advertisers, whereas in 1933, with sales volume low, most companies had to fix upon an amount they thought was needed for an "adequate campaign."

In 1935, out of 281 advertising budgets in the A.N.A. survey, 21 were determined on a percentage of 1934 sales, 81 on estimated 1935 sales, 34 on a combination of the two years, 5 on "percentage of sales, year not given." A total of 38 combined "percentage of sales" with "estimated amount for adequate campaign" leaving 22 to be fixed by various other methods.

Trends in the selection of media as between 1934 and 1935 were noteworthy in only a few classifications. Of 261 companies reporting, the number using trade and industrial papers increased from 74.33 to 76.15% of the total. This increase appeared among both consumer and industrial advertisers. The number using direct mail declined from 73.95 to 72.31% in spite of an increase of 6% among the 67 industrial advertisers that reported.

The number of magazine users remained stable at 65% of the number participating, newspaper users declined from 56.70% to 53.85, outdoor from 33.33% to 31.15. Those companies maintaining advertising reserve funds to cover various contingencies increased from 16.86% of the total to 20.38. The percentage of

radio users declined slightly from 31.80% to 30.38, car card users from 11.11 to 8.85.

Among the 193 consumer advertisers that reported, the percentage using dealer helps increased from 85.43 in 1934 to 86.53 in 1935; magazine users from 72.86 to 74.09; trade and industrial papers from 68.34 to 68.91; motion pictures from 18.09 to 19.69. Newspaper users in this category dropped slightly from 69.35 to 64.77% of the total number of companies, direct mail from 71.36 to 66.84%, outdoor from 43.22 to 38.86, conventions from 41.71 to 38.86, publicity from 33.16 to 31.09, house organs from 28.14 to 26.94, samples from 22.61 to 21.24, car cards from 14.57 to 11.92.

Reports from the 67 industrial advertisers showed an increase in the use of trade and industrial publications from 93.55% of the companies in 1934 to 97.01% of them in 1935. Users of publicity increased from 27.42 to 31.34%, reserve fund from 12.90 to 23.88, newspapers from 16.13 to 22.39, farm journals from 12.90 to 14.92, outdoor from 1.61 to 8.95% of the companies.

Radio Families Today Total 22,869,000

John Benson, chairman of the Joint Committee on Radio Research, announces these conclusions from their studies:

1. The number of radio families in the United States as of January 1, 1936, is estimated at 22,869,000, an increase of 6.6% over the estimated total of 21,456,000 on Jan. 1, '35.

2. Approximately 4,400,000 radio sets were sold in the United States by radio manufacturers during 1935, exclusive of domestic sales of automobile radios, which totaled about 1,100,000 during the year.

3. Of domestic radio set sales in 1935, 32.1% were made to families not previously owning sets. This meant an addition of approximately 1,413,000 new radio families in '35.

The Joint Committee on Radio Research was organized to undertake radio research in the interests of advertisers, advertising agencies and broadcasters, and the first effort was directed toward an estimate of the number and distribution of families owning radio sets. The Committee is now working on estimates of the number of radio families by counties, and these figures will be issued soon.

The Committee used the 1935 Columbia-Starch study as a basis upon which to build.

WITH APOLOGIES TO MR. FARLEY...



Dear Uncle Sam:

We hate to take liberties with
such an established tradition
as the U. S. Postal Service.
But the point we want to make
at the moment is this:

When an advertiser buys *Successful Farming* he buys *Real Farm Delivery* ... not just so many copies delivered to so many places but every copy delivered to a *farm*. Because it is *THE* magazine of farm business and farm homes, *Successful Farming* enables you to reach more farm families ... gives you more RFD circulation than any other magazine in the world!

That's why those who know the ins and outs of the farm market know that *Successful Farming* gets them "in" every time! Meredith Publishing Company, Des Moines, Iowa.

REAL FARM DELIVERY

SUCCESSFUL FARMING

THE LARGEST FARM CIRCULATION IN THE WORLD

FTC Orders Sheaffer Pen to Stop Its Price Maintenance Practices

Commission holds that if a manufacturer sells an article to someone else he has no right to attempt to control the price at which the new owner sells it

THE W. A. Sheaffer Pen Co., Ft. Madison, Iowa, under an order to cease and desist issued by the Federal Trade Commission on April 27, is directed to discontinue its resale price maintenance policy which was held to be in violation of the Federal Trade Commission Act.

The decision of the Commission hangs around the ruling that if a manufacturer sells an article to someone else he has no control or right to attempt to control the price at which the new owner sells the article; if Sheaffer Pen Co. had distributed its pens on a consignment basis legal authorities state that it would not have fallen foul of the Act.

Paragraph 10 of the Sheaffer decision says: "The system used by respondent goes far beyond the simple refusal to sell goods to dealers who will not sell at the price fixed by the respondent. It results in hindering and obstructing the free and natural flow of commerce and the freedom of competition in the channels of interstate trade. . . . Wholesale dealers who would supply the trade with respondent's products may not get respondent's goods if they sell to those who do not observe the retail prices."

Precedents Were These:

In the old Beech-Nut case of January 3, 1922, the Supreme Court of the United States said: "By these decisions (referring to the Colgate case and other decisions) it is settled that in prosecution under the Sherman Act a trader is not guilty of violating its terms who simply refuses to sell to others, and he may withhold his goods from those who will not sell them at the prices which he fixes for their resale. He may not, consistently with the Act, go beyond the exercise of this right, and by contracts or combinations, express or implied, unduly hinder or obstruct the free and natural flow of commerce in interstate trade."

Sheaffer's chief argument was that they had the right under law to withhold their goods from those whom they chose. So far, so good. Then they argued also that they had the right

to issue a statement of their policy. Naturally the FTC construed their statement of policy (along with other cases mentioned in the following paragraphs) as being under that paragraph of the law "He may not, consistently with the Act, go beyond the exercise of this right, and by contracts and combinations," etc., etc.

Coercive Measures Used

The Commission found that the Sheaffer price maintenance policy had been a very strict and stringent one and was vigorously and aggressively pursued and enforced by the office and sales force. Among the methods of enforcement cited were:

1. The company fixed uniform retail price at which the products should be resold to the public and issued price lists in which these uniform prices were set forth. It also affixed to each fountain pen or another article sold by the company, a price tab on which the retail price was imprinted.
2. The company made it generally known to the trade by salesmen, and by letters, telegrams, advertisements and circular material, that it expected and required dealers to maintain resale prices and that it would refuse to further sell Sheaffer products to dealers who did not maintain prices.
3. Resale prices were announced to wholesalers and they were informed that the products were not to be sold to price cutters.
4. No new account was opened until these policies and practices were fully set forth and explained to the prospective customer and the Sheaffer representative was convinced and assured that the prospect would cooperate and conform, "although he is usually cautioned not to express a promise or to give assurance in so many words."
5. Reports made by its dealers of price cutting of other Sheaffer dealers were acted upon by the company by cutting off the price cutter from receiving further orders.
6. The company maintained in its office records a "Do Not Ship" list consisting of a system of cards on which were entered the names of dealers who had sold its products at less than the uniform resale price. As a means of distinguishing such dealers from others cut off for different reasons the cards were marked "Unethical Practices."

The FTC also found fault with the "Non-Jobbing Agreement" used by the company from 1927 to May 13, 1935. By this agreement the dealer

was ordered, except when going out of business, to sell Sheaffer products to consumers only, and not even to them if the dealer believed the goods were being bought for resale. The contract called for damage payments to Sheaffer in cases of violation.

The Commission found that during the years 1929 to 1933 the company spent over \$750,000 in equipping customers with attractive showcases costing it from \$18 to \$120 each, with no cost to the dealer except freight and keeping the cases lighted. Under the contract covering cases they could be repossessed by Sheaffer when dealers having them were cutting prices or violating the Non-Jobbing Agreement.

Readers interested in the complete findings of the Commission may write to the Federal Trade Commission, Washington, D. C., for a copy of Docket No. 2158.

Armand Makes No New Chain Store Units in Redesigning Its Line

The Armand Co. of Des Moines has not created a special line of its products for chain stores. The 20-cent and 25-cent units of its creams and powders that have long been in production were included in the package redesign of the company's whole line last Winter; but they are not intended solely for chains, as reported on page 240 of SALES MANAGEMENT's February 15 issue.

Information for that article came from a source which this magazine considered to be authoritative for the company. However, William W. Weeks of the Armand Co., tells us "retailers and wholesalers all over the country have started in to jump on us on account of those misstatements. We do not now and have never in the past made a chain-store line. Armand makes 20-cent and 25-cent packages but these are sold in the greatest quantity by independent retail druggists. These 25-cent packages are all smaller in proportion to the 50 cent packages and are designed the same as the larger sizes. We have been making 25-cent powder and cream for a number of years.

"Armand has created packages and sizes to meet its competition, not to enter any particular price field, as evidenced by the fact that, regardless of whether a store chain has a 40-cent limit, we still meet our competition with a 20-cent cream—our Armand new all-purpose Blended Cream."

SALES MANAGEMENT



ST. LOUIS IS A GREAT CITY

But
The CITY of IOWA
....is a BIGGER market!

NEWSPAPER advertising reaching 20% of all families in an area is generally considered the minimum needed to move goods. For national newspaper advertisers this, rather than any arbitrary zones, defines the effective "sales city."

By this standard one St. Louis Sunday newspaper covers 12 counties having a total population of 1,571,364. The other covers 17 counties with a population total of 1,745,498. These are the measurements of the effective St. Louis market.

In Iowa The Des Moines Sunday Register with 286,047 circulation gives 20% or more coverage in 95 out of Iowa's 99 counties—turns a whole state into a single "sales city" (pop. 2,344,735). Average coverage for all of Iowa is 45% of all families.

COMPARATIVE VALUES OF THESE TWO "MARKETS"—

	St. Louis Newspaper A (12 counties)	St. Louis Newspaper B (17 counties)	CITY of IOWA (95 counties)
Population*	1,571,364	1,745,498	2,344,735
New Car Sales†	38,004	41,411	65,364
Retail Sales‡	\$373,000,000	\$403,000,000	\$458,000,000
Spendable Money Inc.§	\$1,076,000,000	\$1,150,000,000	\$1,174,000,000

Iowa is an "A" schedule "sales city," as valuable a market as St. Louis, open to alert advertisers through the "big city" standard coverage of THE DES MOINES SUNDAY REGISTER.

*1930 Federal Census
†1935 R. L. Polk
‡1933 Federal Census
§1935 Sales Management

Styles on Tour: These good-to-look-at damsels are entering a sleeper bus at the start of a transcontinental trip bringing "styled in Hollywood" fashions to leading department stores. Associated Apparel Manufacturers of Los Angeles, Ltd., is sponsoring the show in the interests of local women's wear makers. The mannequins, from the picture center's film studios, will pose in more than 200 Spring and Summer creations. The stunt is a first step in a program of exploitation by the Associated Manufacturers.



How Can We Get Salesmen to Place More Point-of-Sale Advertising?

BY
CORNING WHITE

It's often a tough job to get salesmen to see the vital importance of working with dealers of products which sell through retail channels to achieve better identification through more consistent use of point-of-sale advertising. Here's the way one sales manager tackled his problem.

A FEW days ago I met at lunch a well-known packer of canned goods. He had a problem which he explained to me substantially as follows:

"We pack a good quality product. We spend money on advertising: magazine and newspaper. I know we've created public acceptance, and have good retail distribution. But our merchandise just doesn't move fast enough off our dealers' shelves."

"What's the attitude of these dealers toward your company?" I asked.

"Favorable."

"How do you distribute?"

"Through jobbers."

"Have you any promotion men contacting your retailers to encourage them to push your products?"

"Yes, we have."

"Do these men," I persisted, "put up point-of-sale advertising for you in your dealers' stores?"

"Well," he sighed, "they're supposed to. We give our men the advertising all right. We even consult them in its preparation, so they can't have the alibi that it isn't the kind of advertising our dealers want. But somehow our men don't seem to get this advertising placed."

"And the result is this: Although our consumer surveys show pretty clearly that housewives favor our products, they also show that a lot of women who would buy, don't know where in their neighborhood our products are sold. What I mean is that the average woman doesn't know that her own grocer carries our line. And the reason she doesn't know is that she's never noticed our window streamers and counter cards in the store where she trades. She hasn't noticed them simply because we can't get our men to put them up."

Now this problem of how to get men to put up point-of-sale advertising is not by any means peculiar to this particular packer. As a matter

of fact, in many years of varied contacts with manufacturers and distributors, I have found that this problem of getting point-of-sale advertising placed is practically universal. That is why I am writing this article. I solved this problem for one company by a simple plan which, with minor modifications to meet your own particular circumstances, you too can use.

When I was general sales and advertising manager of the Eskimo Pie Corporation, we had no problem about getting dealers. We had thousands. Many had carried our varied line of frozen products for years. But they wouldn't put up our advertising, because, dealer-like, they thought that their neighborhood knew they handled Eskimo products and that to advertise this fact by window strips, back-bar signs, and counter cards was not necessary. Most of our 200 salesmen agreed with the dealers.

But Dr. Murray, our general manager, Hal O'Brien, our line sales manager, and I knew that point-of-sale advertising moves merchandise. So we tried everything to persuade our men to put up our advertising in dealers' stores.

At that time we had just brought out a new packaged ice cream pint retailing at 13½ cents. The week we brought it out we ran a prize sales contest on it. If I remember correctly, the prizes were ringside seats to a big championship fight in the Madison Square outdoor bowl.



Advertising Columbus Discovers Big Summer Market

IN FLORIDA

Some mighty canny advertisers know that the Jacksonville market is a summer bonanza. They are the people who have a true picture of this market. . . .

As a distributing center that is kept busy supplying the rest of Florida and part of Georgia with all kinds of commodities. . . .

As an industrial community with active year-'round payrolls. . . .

As a port city with world traffic. . . .

And as a summer tourist playground so popular with inland southerners that those who fail to reserve beach accommodations weeks in advance stand a good chance of being out of luck.

These same advertisers also know the sales-delivery of the Times-Union's chin-to-toes coverage of 85 per cent of Jacksonville's literate urban families; 64 per cent of ALL families within Jacksonville's trade area, which is, incidentally, Florida's biggest and best market.

They'd like to keep this juicy summer discovery to themselves, these advertising Columbuses because it's swell not to have too much competition. So they'd prefer not to have us talk about it.

But—wouldn't you!

The Florida Times-Union

LARGEST CIRCULATION IN JACKSONVILLE

Daily FLORIDA'S LARGEST NEWSPAPER *Sunday*



New York

Philadelphia

Chicago

Detroit

San Francisco

Seattle

Los Angeles

GARNER & GRANT, Atlanta, Georgia

We gave tickets to the 12 men who sold the highest number of pints the first week they were out.

Well, this contest was a huge success. We loaded up our dealers on pints. Thousands of pints.

Simultaneously, I plugged our new pints with a big radio program and with newspaper advertising too. Immediately I began to receive hundreds of letters from listeners to our radio program asking where they could buy our new ice-cream pints at 13½ cents.

A check-up showed that dozens of these letters came from addresses almost next door to some dealer who already was overstocked with pints and was begging us to take some of them back.

Naturally, in planning our pint campaign, I had provided for point-of-sale advertising. Thousands of pieces. And, of course, we held "pep" meetings to steam up our men to place this advertising in dealers' stores where the public could see it.

But nothing happened. Absolutely

nothing. No point-of-sale advertising went up. Those thousands of pints were beginning to shrink in the dealers' cabinets, threatening to become unsalable.

We tried force. We fired half a dozen men who, our check of their territories showed, had been particularly obstinate in their refusal to place our point-of-sale advertising on the new pints. This only made the rest of the men sulky; it didn't stimulate them to put up our advertising.

Of course, I don't mean that we had no advertising placed. We had pint advertising up in about 25% of our outlets. Too, we moved enough pints out of the stores to give us a small volume of reorders—but no approach to the volume that really was there.

Since our experience with other products had proved conclusively that store advertising would move our line, I suggested that we hold a cash prize contest for both our field managers and our men, not based on sales, as

(Continued on page 796)

in Berlin. The average number of persons per family gainfully employed during the year varied from 1.24 in Berlin, where the only important manufacturing plant is a large pulp mill, to 1.86 in Manchester, where textile mills and shoe factories offer opportunities for work to women and girls.

In the four towns where family incomes average more than \$1,400—Manchester, Concord, Nashua and Portsmouth—the number of earners varied from 1.28 in Concord to the Manchester figure mentioned above. In that city the average income of the chief wage earner was relatively low, but the industrial situation made it possible for women and girls to work outside of the home. In Manchester the chief wage earner contributed \$996 out of a total average family income of \$1,405, while in Concord the chief earner brought in \$1,297 out of a total of \$1,476.

Who Owns N.H.'s Autos?

The labor bureau has released its figures both by individual towns and by "consumption levels"—the lower level being 584 families with expenditures per consumption unit of under \$400, and the higher level being 550 families with unit expenditures of \$400 and over. Fewer families at the lower level owned automobiles than at the upper level—36% as against 55%—and fewer purchased cars during the year. In fact, among the families with an expenditure per consumption unit of less than \$400 only two bought new cars during the year, while 3% of the families in the upper group bought new cars. Only 5% in the lower level bought second-hand cars during the year, while 9% of the upper level bought such cars. A total of 101 automobiles were purchased by the 1,134 New Hampshire families during the year. Twenty of these were new cars.

In the group of families with an expenditure per consumption unit of less than \$400, the number of families owning automobiles varied from 50% in the smallest population group to 38% in the towns of 10,000 to 20,000 population, and from 31% in the towns of 20,000 to 50,000 population to 27% in Manchester. Forty-five per cent of all families investigated have a car.

Subscribers wishing to secure the complete study should write to the Bureau of Labor Statistics, U. S. Department of Labor, Washington, D. C., and ask for Serial No. 357, "Money Disbursements of Wage Earners and Clerical Workers in 11 New Hampshire Communities."

New Hampshire Survey Shows Where Family Dollars Go

FROM an average family income ranging from \$1,145 in a town of 3,000 to incomes between \$1,400 and \$1,500 in the largest cities, New Hampshire families spend their money as follows:

Food	32.0 to	37.4%
Clothing	9.3 "	12.6
Housing	11.6 "	14.8
Household operation....	12.6 "	15.6
Furnishings & equipment..	2.6 "	4.9
Transportation	4.6 "	8.7
Personal care.....	1.8 "	2.1
Medical care.....	2.5 "	4.5
Recreation	5.2 "	6.1
Education	0.1 "	0.6
Vocation	0.1 "	0.6
Community welfare.....	1.4 "	2.9
Gifts and contributions to persons outside the family	0.9 "	2.2
Miscellaneous	0.6 "	1.8

These and other facts about the incomes and disbursements of wage earners and lower-salaried clerical workers in 11 New Hampshire cities were unearthed by the United States Bureau of Labor Statistics in the Fall and Winter of 1934-35 in cooperation with the New Hampshire Minimum Wage Office and the New Hampshire Emergency Relief Administration. The results of the survey were released on May 1.

Prior to this comprehensive study in 11 New Hampshire cities and similar studies which are being carried on now in cities of varying sizes

throughout the country (see SALES MANAGEMENT, Significant Trends, May 1), cost of living figures have been based on data obtained in 1917-19, the last nation-wide study of family purchases made in this country. The kinds of articles available in the retail market, and consumer purchasing habits, have changed greatly in the last 15 years. Some goods which were not widely available at that time are now purchased regularly by families of moderate and low incomes. Other goods have decreased in relative importance.

The families studied in New Hampshire were chosen to represent a cross-section of the families of employed white wage earners and lower-salaried clerical workers. Since the data were being obtained primarily for the purpose of providing a basis for indices of living costs, it was important that they should not reflect the distorted spending of families whose incomes had been abnormally low and irregular. On that account no data were included from families with incomes under \$500 a year or from families who received relief during the year.

The cities studied were: Manchester, Nashua, Concord, Berlin, Portsmouth, Keene, Dover, Laconia, Claremont, Littleton and Conway. The average number of members in the families visited was from 3.41 in Keene to 4.08



Schedule the News-Post **FOR THESE 3 REASONS**

- 1.** Full Market Coverage—over 84% of Baltimore's City Zone families—a total circulation of 204,842—50,000 more than any other Baltimore Evening Paper*
- 2.** Editorial Policy—a faster, more alert presentation of News, Pictures, Features, Sports—that wins and holds readers.
- 3.** Sales Results—quicker action from the quick-moving, responsive "let's buy it now" people who read the NEWS-POST because they prefer it.

PROOF—Over a million-line gain in advertising in 1935 Obtained from advertisers who buy space to sell goods!

**Publisher's Statement—6 months ending March 31, 1936.*

BALTIMORE NEWS POST

Baltimore's Family Newspaper

Represented Nationally by

HEARST INTERNATIONAL ADVERTISING SERVICE

RODNEY E. BOONE, General Manager

On Sundays

The Baltimore American is your best buy. It, too, gives you a plus coverage—circulation now 233,317—the largest in the South, and over 30,000 more than any other Baltimore Sunday paper*.

Marketing Flashes

[New Products—New Jobs—Sales Strategy—Promotions]
—Booklets That Give Consumers Facts Not Flubdub]

Buying Intelligently

Marshall Field & Co. renders a genuine service to Mrs. Average Woman with a series of booklets called "Buy Intelligently." Even Consumers Research would have to hold its fire, for the first of the series—one each for rugs, shoes, silks and furs—traces the history of these products and points out how to buy them to best advantage.

The handsomely illustrated booklet on shoes, for example, describes in non-technical language the parts, kinds of leather, methods of construction, how to obtain a proper fit, and contains a slew of other entertaining and educational facts.

"Primarily the object was to impress the idea that there is no saving in buying cheap or shoddy goods," explains a Field's official. Interest aroused has been surprising. Many schools, colleges and universities have asked for 100 to 200 booklets to be used as textbooks or as outside reading. Manufacturers and merchants have requested permission to reproduce them, with due credit.

"It appears that 100,000 copies (the first edition) will not be enough. Disposition of the first four booklets was planned for 20,000 copies to home economics teachers; 20,000 reserved for store distribution; to mailing lists

of charge and cash customers, 60,000."

Eight more booklets are in production. They will probably be printed like the first by the offset process, which gives 18 colors with six runs. Exhaustive research and checking by experts went into the buying guides. Not the least interesting portions deal with the methods of unscrupulous manufacturers who sell inferior and "loaded" wares.

Census Figures in July

First releases on the retail distribution section of the 1935 Census of American Business will probably be made in July, Fred A. Gosnell, chief statistician for the Census, tells SM. The figures will be released by individual states as rapidly as the field work and compilation are completed.

Final figures and national summaries, Mr. Gosnell said, will probably be available in November.

Glass Frying Pans

Pyrex "Top-of-Stove Ware" is the name Corning Glass Works has given its latest development. The glass frying pan and saucepan will sit over open flame.

An introductory campaign in *American Home*, *Good Housekeeping* and *McCall's*, through J. Walter Thompson, explains:



There are saucepans, too.

"You already know the joy of cooking with Pyrex Ovenware. This new Pyrex frying pan gives you the same advantages. . . . No fear of scorching, for you can see the food through the bottom and side. . . . Remove the handle, it's a smart glass dish you can bring to the table. . . . You can see when it's clean. Never buckles or 'humps up' in the center."

If the glass skillet and saucepan attain anything like the popularity of other Pyrex items the advertising flame will be turned on hotter and possibly other top-of-stove utensils will be added.

Self-Peeling Dogs

Kingan & Co., Indianapolis meat packer, proclaims "the meat-packing triumph of the century! Delicious frankfurters whose only casings are sanitary cellulose 'Visking' jackets (like Cellophane) that come off as you boil them. There are no other skins to peel or take off. . . . You eat no skin."

Kingan and the agency Maxon, Inc., will doubtless feel inclined to sue this department for libel, because the term "hot dog" is a fighting phrase to meat packers. About nine out of ten readers of the newspaper announcements, however, will apply the headline that stands two paragraphs above.

Muzak in the Air

In 50 A & P stores of New York customers and clerks are listening to wired broadcasts of music and commercial announcements furnished by Muzak, Inc. It's a new way of "establishing close contact between management and buyer at point of sale."

The music is from records which Muzak has been collecting for several years, with a variety of well-known orchestras on the vinylite discs. Advertising, for the most part, is a repetition of that day's A & P newspaper (Continued on page 793)



Shoe Lipstick: Little larger than a lipstick is the Shu-White cleaner introduced by the Arthur W. Hahn Co. Nu-Stick, a dry cleaner, is packaged by the same company: Eastern States Carton Corp.

WE'RE BEGINNING TO THINK

They like us

It's not always easy to live up to the reputation we've built for hospitality. Yet when so many travelers come back fifty to two hundred times or more... we can't help feeling we must be doing a good job of it.

Many guests, stopping at our hotels for the first time, wonder how such large, such efficiently operated hotels can possibly retain their warmth and spirit. But any doubt they may have soon melts under the disarming friendliness they meet at every turn.

Each hotel, though maintaining its own distinctive charm and individuality, reflects the same sincere spirit of helpfulness, the same glow of warmth and friendliness that animates every employee, from bus boy to manager.

Every man and woman is on the team, playing his part all the time. For each knows that our promotions come from within; that a place higher up is always calling for the one who does his present job the best.

WHERE TO
STOP

WHEN YOU
GO

To New York

HOTEL NEW YORKER

... Frank L. Andrews, Manager. Connected by private tunnel with Pennsylvania Station. 2,500 rooms with tub and shower bath, radio, and running ice water. Four restaurants. Modern garage facilities. Rates from \$3.

To New York

HOTEL LEXINGTON

... C. E. Rochester, Manager. 801 cheery rooms, with radio, bath and feather-soft beds. The only hotel in New York employing women cooks exclusively. Rates from \$3 a day.

To Cincinnati

NETHERLAND PLAZA

... W. O. Seelbach, Manager. Cincinnati's most popular and distinguished hotel. 900 rooms with tub and shower bath, radio, and running ice water. From \$3 a day. Garage.

Hotels directed by

NATIONAL HOTEL MANAGEMENT CO., INC.
RALPH KITZ, President • Washington Office: 986 National Press Bldg., Telephone Metropolitan 3717
Boston Office: 7 St. James Avenue, Liberty 1213
Cleveland Office: 437 Terminal Tower, Cherry 5126

To Detroit

BOOK-CADILLAC

... J. E. Fawley, General Manager. Rendezvous of Detroit's social and business leaders. 1,200 quiet, beautifully furnished rooms with bath. Rates from \$3 a day. Four great restaurants. Convenient Garage.

To Chicago

CONGRESS HOTEL

... John Burke, Manager. On Michigan Boulevard, overlooking Grant Park and the lake. 950 big, comfort-planned rooms, from \$3 a day with bath. Garage.

To Dayton

HOTEL VAN CLEVE

... Richard E. Daley, Manager. Finest hotel in Dayton, with 300 modern, homelike rooms with bath. Three attractive restaurants. Modern garage in connection. From \$2.50 a day.

To Dallas

HOTEL ADOLPHUS

... Fuller Stevens, Manager. The largest hotel in Dallas. 825 rooms with bath. Rates from \$2.50 a day. Unexcelled convention facilities. Garage in connection.

To Minneapolis

HOTEL NICOLLET

... Neil R. Messick, Manager. Minneapolis' most beautiful hotel. 600 rooms. From \$2.50, with bath. Three restaurants. Garage.





"50 TIMES CLUB"
A PARTIAL GROUP OF OUR 50-TIMES-OR-MORE GUESTS

HOTEL NEW YORKER



C. M. FELLER W. V. BURNELL H. M. REVERAGE H. D. BEST C. GOLDMAN D. LEVIN
Harrisburg, Pa. Boston, Mass. Evanston, Ill. Philadelphia Philadelphia New York City

HOTEL LEXINGTON



H. KIRZ H. F. CARLTON W. F. JONES I. W. CLEMENTS J. J. DONOVAN E. L. BILL
Springfield, Mass. Norman, Okla. Albany, N. Y. Grand Hill, Pa. Bloomfield, N. J. New York City

NETHERLAND PLAZA



H. B. WILBUR E. A. SECREST C. A. CHASSIN J. D. O'DONNELL S. I. GUNTHER G. W. VAN AUSSALL
Dayton, Ohio Indianapolis, Ind. Springfield, Ohio Dayton, Ohio Chicago, Ill. Indianapolis, Ind.

THE BOOK-CADILLAC



A. F. HOSE R. C. LOUDON A. F. YOUNG E. E. KLINEMAN J. J. HATHORN L. W. LAMPE
Buffalo, N. Y. Cleveland, Ohio Flint, Michigan Cleveland, Ohio Chicago, Ill. Cleveland, Ohio

HOTEL ADOLPHUS



C. W. SNIDER E. B. COX A. T. CLIFTON N. M. BELL L. H. PECKARD L. A. ORILLING
Vichito Falls, Texas Ardmore, Okla. Waco, Texas Tyler, Texas Oklahoma City, Okla. Tyler, Texas

HOTEL VAN CLEVE



H. MATERSON B. BRASHARE, JR. H. FAUGHT H. W. WAGNER E. J. WILKIE G. J. BURRER
Cincinnati, Ohio Marion, Ohio Cincinnati, Ohio Cincinnati, Ohio Chicago, Ill. Cincinnati, Ohio

HOTEL NICOLLET AND CONGRESS HOTEL

So recent is our association with these distinguished hotels that 50-Time Clubs just haven't been chronologically possible. But you'd be surprised (or would you?) how near to formation they are!

Inflation Feared If Frazier-Lemke Bill Passes

Press Day Flash: Frazier-Lemke Bill Beaten in the House 235 to 142; Vote Kills Threat of Inflation

Washington, May 11.

ONE of the most colorful legislative fights in the last decade is taking place here in Washington at this writing. The Frazier-Lemke \$3,000,000,000 farm refinancing measure has reached a vote in the House.

Two hundred eighteen Representatives signed the Lemke petition to call H.R.2066 to a vote. The last signature, that of Rep. Berlin (Pa.), who was defeated in the primaries for re-election the day before, was secured last week when, by prearrangement, five members walked in a body to the Speaker's desk and lifted the bill out of Administration control.

All industry is interested. Lemke believes he will get the measure through the House. Pat Boland, Chief Democratic Whip, doesn't think so. However, whether passed or not, the political behind-the-scenes dynamite in the farm refinancing bill on the Senate side is a story in itself.

Lemke-ites' Reasoning

Pat Harrison, Jimmy Byrnes and Bailey of North Carolina are up for re-election. All have real opposition in their own states. All are from states largely dominated by agricultural interests who want the Lemke \$3,000,000,000 for their communities, inflation or no inflation. Naturally, Harrison, Byrnes and Bailey, three Administration stalwarts, want to play ball with their constituency. At the same time, if they, and others, pass the buck to the President, who will have to veto the measure if it passes the Senate, the whole election picture is affected. Lemke enthusiasts are not unlike Townsendites or supporters of Father Coughlin. They believe in their political prestige and might make a dent in the electoral total.

A poll this week by *Congressional Intelligence*, compared with a poll taken on March 19, shows a distinct improvement in the possibilities of passage in the Senate. Those favorable have increased from 19 to 31.

Those opposed have decreased from 62 to 47. Coupled with 18 uncertain, a few more switches to the favorable side would change the whole story. If the bill passes the House, watch it. The measure is inflation of the first water.

Patman Bill Delayed Again

The Patman price discrimination (Equal-Opportunity-in-Business) bill has been marking time during the last ten days. The push to get Administration "must" bills out of the way has kept both House and Senate members too busy for much else.

Rep. Miller, in charge of securing a rule for H.R.8442, has not yet filed formal application, in writing, with the Rules Committee. However, the mere request is not important. Action by the Rules Committee is vital to Patman's steering committee of more than 100 members. Such action, resulting in a favorable report, may find the bill on the floor for debate next week.

When the debate stage is reached, paragraph 5, relating to the basing-point system of delivery, is expected to be deleted without much difficulty. On reviewing many talks on both House and Senate side about this measure, it seems fairly certain that the conferees, when and if appointed, will write the final bill. This last draft will probably resemble the original Borah-Van Nuys measure, which found greater favor with distributors and retailers than any of the many "price" bills introduced at this session.

Look for House passage of H.R. 8442 sometime about May 25. And discount rumors to the effect that the many delays in getting the Rules Committee to act favorably will eventually defeat the measure before adjournment. This is not the situation. The Rules Committee simply did not act on any applications while Naval Appropriations, Taxes and Deficiency Appropriations were still on the calendar.

The Duffy copyright bill is still in the process of being rewritten by the

Lanham sub-committee. Word from members of the sub-committee to the writer leaves considerable doubt as to the possibilities of getting a bill re-worked and reported in time to insure passage before adjournment. The sub-committee had not reached consideration of the Vandenberg Amendment last week. Increasing favor among members of the sub-committee for the amendment may mean its inclusion in the final bill when and if it is reported. Manufacturers seeking to protect design are affected by this very important addition to the present Senate measure.

NRA for Textiles?

The Ellenbogen textile bill, which would regulate hours and wages within the industry and establish a National Textile Commission, is now on the calendar, having been reported favorably last week. Nothing is expected in the way of action until after May 18, when the Supreme Court may act on the Guffey Coal Act. Ellenbogen is seeking a rule for an early vote.

Food and Drug Gets Up Steam

Food and Drug remains unchanged. The Chapman sub-committee has full steam up in an effort to get the bill reported to the full committee and then to the floor. A report should be forthcoming within a few days. Final action is not unlikely.

The Federal Trade Commission wants S.3744 enacted at this session. Downtown pressure is starting. At present the FTC Amendments have an excellent chance of squeezing through during the confusion of the last days of the session preceding adjourning. Rebyburn has not held hearings on the House side. It would be impossible to enact the legislation if he were to start now. Hence, in view of Administration support, hearings probably will be abandoned, the bill favorably reported to the floor, and voted upon while the opposition is wondering what happened.

Legerdemain during the next two weeks is certain. If you are interested in certain legislation, watch it daily. Anything can be passed or shelved without an obvious gesture when Congressmen get adjournment in their bones.

On May 5 Republican Whip Englebright told me, "We'll be out of here in less than three weeks."

Democratic leaders on both House and Senate sides expect to adjourn "about the 6th of June."

Hawk

Rugged Pittsburgh and its Industries

If you want to sell more goods, you won't merely read the facts reported by the Bureau of Business Research of the University of Pittsburgh . . . you will go into action in the city of industrial activity.

At the middle of April, the operating rate of the steel industry in Pittsburgh was higher than at any time since 1930.

AND, aggregate payrolls of all firms in the Pittsburgh area during the first quarter of the year were 12 PER CENT ABOVE the corresponding period of 1935.

*Get your share of the Golden Triangle's
Golden dividends by concentrat-
ing your advertising in*

The Pittsburgh Press

FIRST IN PITTSBURGH IN
ADVERTISING VOLUME
FOR 28 CONSEC-
UTIVE YEARS.

The Pittsburgh Press

A Scripps • Howard Newspaper

NATIONAL ADVERTISING
DEPARTMENT OF
SCRIPPS-HOWARD
NEWSPAPERS
230 PARK AVENUE, N. Y. C.



MEMBER OF THE UNITED PRESS
AUDIT BUREAU OF CIRCULATIONS,
THIS WEEK, METROPOLITAN
SUNDAY NEWSPAPERS and of
MEDIA RECORDS, INC.

CHICAGO • SAN FRANCISCO • LOS ANGELES • DALLAS • DETROIT • PHILADELPHIA • ATLANTA

MAY 15, 1936

[781]



One of the billboards that is enticing careful buyers.

Advertising Campaigns

[Old and New Products as Promoted in Newspapers, Magazines, Radio, Dealer Helps and Billboards]

Canny Richfield

Not quite as extensive as Standard Oil of Ind.'s road tests (see page 756 for details), Richfield Oil, nevertheless, has been running a somewhat similar mass-scale inquiry on gasoline performance. Results are announced, by agents Fletcher & Ellis, in 210 newspapers throughout the eastern section of the country.

Typical copy in the series, "10,391 motorists told us they average 16.2 miles to the gallon. . . . A certified public accountant came with us as we filled the tanks of stock Fords, Plymouths and Chevrolets with Richfield. . . . And you have his certified proof that they averaged 21.9 miles per gallon." A Scot thereupon pipes, "Thrifty motorists can save \$24.48 a year!" by using "regular-priced Richfield."

The same careful Scot appears on 2,500 billboards and on banners waving before Richfield filling stations. His Hieland physiognomy is no accident. More than 50 sketches were made before he was dubbed, "Scotchier than any Scotchman." Alan Foster, the artist who worked him out in clay, thumbed through files of the *London Graphic* and the *Caledonian Weekly*, scanned countless photographs of typical Scots of stage, screen and history.

Filling station owners and district distributors report that the new economy theme, still a youngster, is bringing more new customers than any Richfield campaign ever used.

Foot Comfort Week

"Dr. Scholl's 20th Annual Foot-Comfort Week" will be celebrated during June 6 to 13 by stepping up the ad budget. A b. & w. insertion

in more than 400 newspapers, gravure in 23, and pages in the *S.E.P.* and *The American Weekly* will tell "the seven out of every ten" people who have foot troubles that there is hope.

Window trims, streamers, posters, etc., will also help dealers, say Donahue & Co., Inc., the agency.

This extra effort is in addition to the company's regular year-round program in some 50 magazines, 540 dailies, 3,700 weeklies. Both are 15 to 20% larger than last year's foot remedies sales drive.

Bird Lovers, Please Note

"Singsby J. Warble, noted perch-sitter, says 'I give three trills for French's bird seed with those tasty bird biscuits. The yeast in the biscuit helps me reach top notes.'"

"Dulcet Flutter, voted Miss All-American Canary for 1936, advises, 'Chirpers, choppers and rollers, keep yourself in fine feather with a snack of French's biscuit containing yeast. Beaux come hopping round when you look and feel your best. Every peck-ful is just crammed with vitamins and vitality.'"

Bright young copymen of the Richard A. Foley agency in Philadelphia are not engaged in hammering out such testimonials, but they may be soon. For one of their clients, the R. T. French Co., has added yeast to bird biscuit and includes a packet of canary crackers with every box of bird seed. Following on the trail blazed by Fleischmann, the Foley-prepared ads in magazines, say:

"Yeast, which has brought better health to millions of humans, now is available for your canary in French's. . . . A protective food that quickens digestion . . . prolongs life and tones

up the canary's system."

The French Co., appropriately located on Mustard Street, Rochester, N. Y., also makes mustard, whose virtues are rhymed by "Hot Dan, the Mustard Man," in cartoon ads.

"City Edition" Bread

"Extree, extree! Hot out of the oven, just like this extra is hot off the press. Here y'are, get your Golden Crust 'Late City Edition' bread."

With this newsboy's clarion call Gottfried Baking Co., New York, opened a series of programs over NBC's WJZ. Before the second broadcast, a week later, sales had jumped 44%. At the end of a month they had advanced 57%.

The 45-year-old-bakery, in making its radio debut, called on agents Lord & Thomas for a program that would emphasize its bread's freshness. There are few things made and distributed with more speed than the late city edition of a newspaper. Therefore "City Desk" was chosen as the title of a behind-the-scenes radio drama. Its atmosphere, like the commercial announcements, puts over the idea of sizzling newness.

Before the first broadcast, according to Sales Manager Sidney Gross, plans were made to scrap the usual baking custom of baking during the night and allowing the loaves to wait for routine deliveries. A "Late City Edition" headline was stamped on Golden Crust wrappers, as a guarantee that the loaf was baked, wrapped and delivered between 11 A.M. and 1 P.M. Grocers were told of the speed scheme by Gottfried drivers, who distributed tabloid newspapers, window streamers and store displays. The company's 200 trucks carried posters similar to those on the side of newspaper trucks.

Lysol's Big Drums

Lehn & Fink's Lysol will sound a mighty zing-boom in honor of the Dionne quins' second birthday, for "Lysol is the only disinfectant used to help protect them against infection."

Full pages in full color will run in a roto section of the Scripps-Howard chain on May 29, and in *The American Weekly* June 7. Total: 36 cities. Black and white pages are also appearing in 17 magazines. Radio periods every evening, Monday through Friday, over WLW, WGAR, WGN and WCAE, will add additional thumps.

Featured in the campaign, largest in the product's 50-year-old history, is a booklet describing the scientific care given to the famous babies. It will be sent free for a front to a Lysol carton, report agents Lennen & Mitchell.

SALES MANAGEMENT

**YES ED. IT'S THE INQUIRER
IN PHILADELPHIA ... THAT
715,000 SUNDAY CIRCULATION
IS THE WHOLE ANSWER
AS TO WHAT NEWSPAPER
PHILADELPHIANS READ
..... AND BUY FROM**



The Philadelphia Inquirer

Pennsylvania's Greatest Morning Newspaper

NEW YORK, H. A. McCandless BOSTON, M. L. Tyler SAN FRANCISCO, Keene Fitzpatrick
CHICAGO, DETROIT, ST. LOUIS, Guy S. Osborn, Scolaro and Meeker, Incorporated

Tipper Top: The closure on this mustard jar is an ash tray (after the contents are removed), which swings on a hinge to let stubs and ashes fall below. Lighted cigarettes cannot fall, however, unless the disc is pushed. It was developed by the Aridor Co., Chicago, and is used exclusively in the food field by Nash Underwood, Inc. It may be made available to packers of other lines, such as manufacturers of confectionery, cosmetics, shaving cream, etc.



Cheese Box: (Left) Shefford Cheese Co., Syracuse, N. Y., is packaging its Cumberland brand in a wooden box with the contents foil wrapped. The outside wrapper is a cardboard sleeve with a handy pull tab. Color scheme is a blue background with yellow, black and a dash of red. Flack Advertising Agency, Syracuse, designed it.

Two-in-One: (Right) Johnson & Johnson's Modess is now shipped in a corrugated packing case that may be quickly converted into a floor display. Produced by Gair Creative Design.



Adapter: (Below) While all the radio industry (except fighting Philco) boosts metal tubes, only Arcturus Radio Tube Co. produces a metal-type tube which, with adapter base, can be used in the millions of glass-tube sets now operating. Last month Arcturus began shooting at this immense replacement market. Photo shows hand inserting new tube in adapter base at left, installed tube in center, and old glass tube at right.



[784]

Designing to Sell

Tradition Smashed: (Below) Solid white tube closures were something that just weren't done in the packaging industry—until Plaskon offered these caps for cosmetic preparations.



Swank Shaker: (Above) John Le Croy & Son, Camden, have a domed metal cap, green glass, and metallic label for their pepper shaker. It looks distinguished in dining room or kitchen. Produced by Packaging Research Division of Owens-Illinois Glass Co.



Family Size: Hanson Food Associates, in response to demand, put up a family size package of Han Foo chicken chow mein with a quart of "chow," a can of noodles, and a bottle of soy sauce. The regular size container, of the same design, was one of the "75 best packages of the year" at the All-American Packaging Competition.

SALES MANAGEMENT

"In the News" means "In Demand"

TIMELY IDEAS
SPRING ISSUE 1936
Operation ... Maintenance



Polarized Connectors
 For portable electrical equipment, plug type, circuits sealed, brass contact blades molded into impact-resisting BAKELITE, grounding blade and connections in one casing, locked by turning, "Hub" proof washer, adjustable cord capacity: 20 amp. 250 volt d.c., 600 volt a.c. Harvey Hubbell, Inc., Bridgeport, Conn.



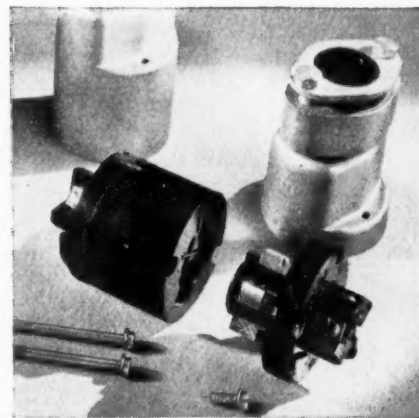
There is News Value in using Bakelite Materials

WHEN a prospective customer says "I read about that in the paper", every salesman knows that his selling job has been made much easier—knows that interest has already been aroused. This is one of the extra values gained by using Bakelite Materials, for mentioning them helps to win a place in the news for all kinds of products.

The use of Bakelite Materials invariably improves both appearance and performance, makes better design possible, and frequently effects material production economies. In the heavy duty electric connector illustrated the extra strength of Im-

pact Bakelite Molded made compact design practical, and also provided quality appearance and greater durability.

The range of Bakelite Materials is so diversified that some one of them is almost sure to be applicable to any type of device, appliance, or article. There are many types of Bakelite Molded made in a number of attractive colors, and also Bakelite Laminated, Varnish, Enamels, Cements and Cast Resinoids. Write for copies of our interesting booklets 26M, "Bakelite Molded", and 26L, "Bakelite Laminated", and learn more about them.



Hubbellock heavy duty connector disassembled to show parts formed of Impact Bakelite Molded. Product of Harvey Hubbell, Inc., Bridgeport, Conn.

BAKELITE CORPORATION, 247 PARK AVENUE, NEW YORK, N.Y.
 BAKELITE CORPORATION OF CANADA, LIMITED, 163 Dufferin Street, Toronto, Ontario, Canada

BAKELITE

The registered trade marks shown above distinguish materials manufactured by Bakelite Corporation. Under the capital "B" is the numerical sign for infinity, or unlimited quantity. It symbolizes the infinite number of present and future uses of Bakelite Corporation's products.

THE MATERIAL OF A THOUSAND USES

MAY 15, 1936

[785]

Case Histories of Market Research

We have made a collection of eleven actual examples of market research, as used by leading companies, in various lines of business.

The names of the companies are given; also a statement of their problems, how they approached them, and what results were obtained.

To business men, using their letterheads, we shall be glad to send this set of case histories, free of charge.

Write to

Market Research, the only magazine devoted exclusively to this important new phase of business. Its address is Rockefeller Center, New York.

Why not also subscribe, and get this useful publication regularly?

Market Research
Rockefeller Center, New York

Please enter my subscription for one year for
MARKET RESEARCH.

I enclose \$1.... Bill me for \$1.... (Foreign \$2)

Name

Company

Street

City State

[786]

In Business Management Does It Pay to Try to Save the Unfit?

(Continued from page 741)

ing organization eventually results.

Employees are not efficient unless they are happy. Unhappiness and efficiency do not travel hand in hand. One of the greatest causes of unhappiness in business is when an employee is put on a job he does not like. Unless he actually loves and is happy in his work, he will always be something of a misfit. Of course all jobs cannot be pleasant ones. But if a man with a good concern has a job he does not like, he should not leave until he has at least tried through the personnel manager to be transferred to a job that he will like. Many people dislike their work but like their employers. The only way to straighten out this condition is to give the misfit in one job the opportunity to fit into another. All this, of course, takes time and trouble, but that is what the business manager is there for.

My experience in many years' close contact with people is that fundamentally their characters never change. I know this does not very well jibe with the idea of reforming and making over misfits. But when an employee is a misfit, not because he cannot handle his job properly, but because he is lazy, a liar, a troublemaker or a thief, I would not recommend as a business proposition that the money of the company's stockholders be devoted to the social effort of switching him around or trying to reform him.

He Sold to His Race Best

In considering this question of misfits, my mind naturally goes back to the salesmen. One of the best stock clerks in our organization, a young German, came to me one day and asked to be put on the road. I decided to give him a chance, and sent him as assistant to one of our veteran salesmen in a southern state. After a trial of three months this salesman wrote me that the young stock clerk was hopeless. He would never make a salesman. Please call him back.

I did this, but he had been such a sincere, hardworking young man and knew the business so well that I was not fully convinced that his case was hopeless. So I put him out calling on the city trade, the majority of whom were Germans. Right from the start he was successful. He was in his element calling on Germans, as he spoke German fluently and naturally knew

how to appeal to them. In time he became our leading city salesman. Which illustrates the fact that a salesman who is a misfit in one territory sometimes fits perfectly in another.

Here is another illustration. One of our salesmen in the Southwest wrote that he needed an assistant. Just at that time a young Irishman who worked on our express desk came in to see me and asked if he could not go on the road. He was just about the last man in the world that one would imagine would make a salesman. But he had come from a very poor family, did not know anything but hard work, did not expect anything else, and had a very keen and peculiar sense of humor. Though of almost ugly appearance he was very popular among our employees because he was always ready to join in a laugh on himself.

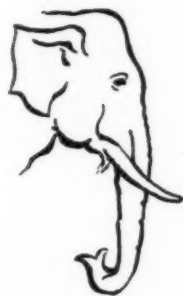
Right Job for Right Man

So I gave him a chance and sent him to our salesman in the Southwest. This older salesman wanted someone to "beat the brush," call on the tank towns and take the long drives in the alkali deserts. It was a tough territory and a tough assignment. In a short time I received a letter from the older salesman, saying "What have I done to you that you should send me this wild Irishman who never in the world will make a salesman?" However, I asked him to give the wild Irishman a chance, which he did. He worked early and late. The dealers just laughed at him at first. They took him as a joke, but just the same they bought goods from him. They could not throw him out. A competitor's salesman following him found nothing on the want book.

This young Irishman made a great success in that territory. Immigration was pouring into the country and a lot of hardware was needed. And strange as it may seem, in three years his profits were actually larger than those of the older salesman he had gone to assist. That was a good many years ago. The other day I received a photograph from my Irishman. He was standing in front of a large hardware store with his name over the front, and I noticed particularly that the sign said "Wholesale and Retail."

I am convinced if I had sent this Irishman to one of the older states, where business was more settled, he

SALES MANAGEMENT

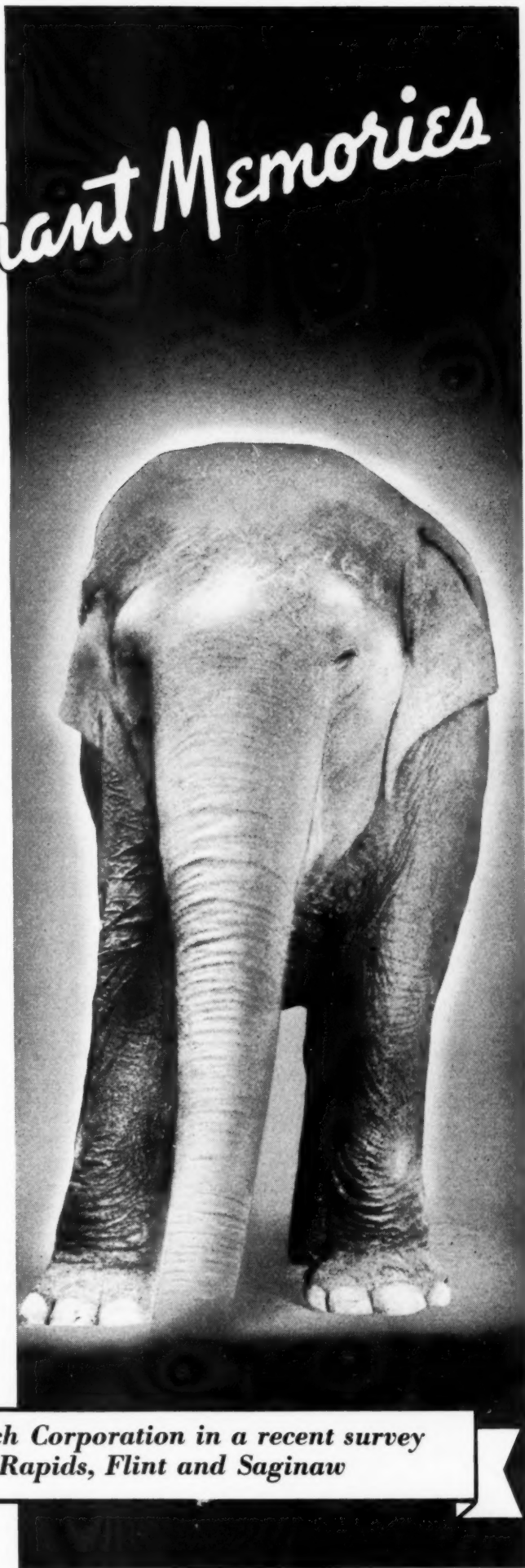


Talk about Elephant Memories

... these Michigan people certainly have elephant memories for Outdoor Advertising. 9 out of 10 people* **RECALL** and 3 out of 4 people* **ACCURATELY DESCRIBE** outdoor advertisements which have impressed them . . . positive evidence that you, too, should **ALWAYS REMEMBER** the unforgettable dominance which this key medium wields throughout Michigan's Largest Trading Areas.

WALKER & Co.

OUTDOOR ADVERTISING



**Revealed by Ross Federal Research Corporation in a recent survey conducted in Detroit, Grand Rapids, Flint and Saginaw*



Actual photograph* of executives deceiving themselves

THESE men can tell how the wind is blowing in their office. They are probably safe in judging that it is blowing in the same direction for a hundred miles around them. But if they believe that this test shows them how it is blowing in another section of the country they are fooling themselves.

Yet these executives fool themselves about their sales situation throughout the country in the same way. Their dealer cooperation is all right under the eye of the home office. They are satisfied that in the local area consumer acceptance is good. But they can judge nothing of other areas from this—yet they must sell the whole country.

Preferences, uses, prices, dealer attitude, competition, demand, vary in every section. The company which is not familiar with how these different sales factors affect different sections is riding for a fall.

The best insurance on national sales is periodic surveys of varying local conditions. Employ a reliable market research organization which knows its business (Market Research Corporation of America is considered good) and keep track of the factors that you cannot measure in your office.

* At least real executives would look almost this silly.

HOW BIG COMPANIES USE MARKET RESEARCH TO INCREASE SALES

Series No. 2

This is the second of a new series of case histories, naming names and showing processes. It ought to give you ideas for your own business. Watch for these offers by series number. There will be more of them. Sent free when requested on your letterhead.

MARKET RESEARCH CORPORATION OF AMERICA

Formerly Percival White, Inc.,
and Arnold Research Service, Inc.

Rockefeller Center, New York
120 S. La Salle St., Chicago

**Prevents those wrong decisions, based on
faulty facts, which cost you time and money**

[788]

would have failed. But he thrived on sagebrush and alkali water.

It should be remembered that unfit salesmen can cost the business more money than any other type of unfit employe, and the misfit salesman not only is unprofitable to his house, but he stands in the way of some other salesman who might be profitable. It is frequently a good thing to change salesmen's territories just to see what will happen. Suppose, for instance, in a mining district a salesman has been selling a certain volume year after year. Comparing one year with another this salesman is not losing ground, but frequently a sales manager forgets that possibly the territory by reason of new mining developments has become vastly more productive. Frequently the old salesman just calls on his old trade, does not cultivate new dealers, and is satisfied to hold his own.

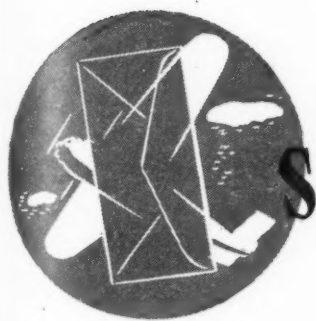
No Unfit at Telephone

There are many departments in a business that have a direct bearing on sales and misfits in these departments can cause the firm to lose as much ground as a good salesman can gain. For instance, the telephone is an important adjunct to the sales end of a business. Be on your guard and do not have misfits answer your telephones. Guard against sharp tongues. I happen to know of a case recently where a speculator who uses several brokers decided quickly to place a very large order for a certain stock. He had to act immediately. He called up one broker and asked the telephone operator for a member of the firm. The misfit on the telephone replied simply that this gentleman was out to lunch. She didn't suggest any other member of the firm, nor did she ask if she could help him or what was wanted. As a result this speculator called up another broker, got his man and placed an order for several thousand shares of stock. The first broker lost a handsome commission, but will never know what happened.

There are a lot of good people in this kaleidoscopic world, people from honest, clean families who will work for you hard and loyally. They are the fit. They are the salt of the earth. And if you don't find them it is your fault. If through carelessness you pick up the unfit but still keep them in your employ, the poor results they show are your fault.

As the German general, Ludendorff, said: "A battle is a living thing." So business is a living thing. It changes from day to day and week to week. Great business generals are those who mark the changes and adapt themselves quickly to them.

SALES MANAGEMENT



SALES LETTERS

BY MAXWELL DROKE

Phoney "Friendliness" Is a Lot Worse Than None at All

One of my correspondents, Mr. H. H. Stalker, sales manager of the Safety Belt-Lacer Co., Toledo, Ohio, writes on a theme to which, it chances, I have been giving a good deal of thought. "I lean rather toward the idea of putting vitality and sincerity in letters," says Mr. Stalker, "rather than mere 'friendliness.' It has been my observation that most 'friendly' letters are overdone. I have even seen some which have drawn prizes as exhibits of fine letters that left me cold because of the apparent

endeavor to be friendly. The only friendliness that gets over in a letter is the simon-pure article."



Maxwell Droke

Some 15 or 20 years ago, the academic element in our craft pounced upon this idea of "friendliness" in letters as a new and radical development. They proceeded to commercialize it with vim and vigor. The result has been a crop of patently

spurious letters which must give any discerning reader a pain in the unowhere.

This is not to decry the value of friendliness. It is, as it always has been, an element of precious value. But I do not believe that it can be inculcated via the text-book route. You cannot teach true friendliness any more than you can teach true courtesy. The utmost you can do is to try to free a correspondent of his inhibitions and urge him to express his personality on paper. If he has natural friendliness for his fellows, it must then be reflected in his letters. But if this element is lacking, there isn't a great deal that can be done about it. Whenever we sit down deliberately to write a "friendly" letter, we are doomed to failure.

Here's a Chap Who Mixes Sincerity with "I Want Trade"

This brings to mind the activities of George B. McVay, Jr., an executive of Drug Package, Inc., producers of boxes, labels and displays for the drug industry. I've been keeping an eye on Mr. McVay's work for some time. He is continually on the lookout for points of contact with customers and prospects throughout the country. I don't know how many "good will" letters he writes in a year, but the total must be well up into the hundreds.

I like these letters. It seems to me that they have a sincere, natural ring. In com-

plimenting a merchant for some activity, Mr. McVay has not yielded to the natural temptation to "pile it on too thick." At the same time, he has not hesitated to make clear that he would like to have some business from the individual addressed. To have avoided this commercial contact would, I think, have been a serious mistake. The smart merchant must know that Drug Package wants business. To avoid a frank admission of this fact is to detract from the sincerity of the missive.

Here are a couple of typical McVay letters. I'd like to know how they strike you:

"The fact that you recently decorated your window with a variety of botanical drugs leads me to believe that you are one of the progressive druggists who endeavor to educate the public that there is something to the drug business other than making a ham sandwich, or dishing out a patent that has been cut to cost.

"We wish there were more like you, Mr. We need druggists who will devote some of their time to telling and showing the people that real pharmacy is an art and a trade worthy of respect.

"We are attaching several reprints from the *American Professional Pharmacist*. These articles were written by our Mr. C. E. Prahman, an authority on packaging prescriptions and drugs in general. We hope you will have it, because you are so thorough that will help your business.

"Our Mr. Joe Weisinger will see you often and we hope it will be our pleasure to serve you from time to time."

"Our Mr. W. A. Day has just acquainted us with the fact that you have purchased the Corner Drug Store, and from now on it will be known as the Drug Store.

"We wish you lots of good luck and success, Mr. We are sure you will have it, because you are so thoroughly familiar with the drug business, having been associated with the Drug Company for quite a length of time.

"Attached are two reprints which we believe you will find interesting in connection with your Prescription Department. Packaging your drugs in an attractive manner is very helpful in building good will and prestige for your store. An individual color and design will go a long way towards identifying your store, and

Standing Invitation

Mr. Droke is always glad to criticize sales letters and direct mail messages for our subscribers. There is no cost or obligation for this service. Address him in care of SALES MANAGEMENT, enclosing a stamped, addressed envelope.

advertise it every day in a way that can't help but build everlasting confidence.

"Mr. Day will call on you some time in April, when he makes his regular trip in your vicinity, and we hope it will be our pleasure to serve you through him. In the meantime, if you need the finest drug boxes or labels that can be made, and at a cost no greater than for ordinary merchandise, please write us. We will be glad to take care of your immediate needs by mail."

The Leaders Aren't Afraid of Being Undignified, You Betcha

We have all encountered advertisers who hesitate to adventure off the beaten path for fear that such a course might be deemed "undignified." My observation, by and large, is that such houses usually haven't enough dignity and prestige to worry about, anyway. The real leaders rarely hesitate to embrace a promising innovation.

Surely there are few mass-circulation magazines with a more "dignified" readership than that boasted by *Time*. Yet I have before me a current renewal letter, which cannot be classed as conventional.

We haven't space here to quote the letter in full, but it is enlivened with cartoons burlesquing well-known illustrations in the Arabian Nights, and begins:

"Dear Subscriber:

"Not 1,001 nights ago, but still long enough back for many tremendous stories to spring into life and sweep around the world, you said to me:

"All right, I'll give you a trial as my story teller. Every Friday evening you shall appear before me for an hour and a half, and tell me all the week's good stories. Bring me up to date from where we left off last week. Don't skip anything I should know. Remember, I'm busy, so be brief. And whatever you do, don't bore me, or ..."

"Well, we knew the penalty for failing. ... So you can imagine with what care we have been preparing for our ninety minutes with you. ..."

The letter then goes on to outline the efforts and expenditures that have been made in the reader's behalf. Then comes the conclusion:

"Now the hushed moment is here. We await your judgment. Are we to continue as your official story teller, or. . . ? We respectfully salaam and await your nod of approval in the form of the enclosed renewal order card.

"Scheherezade made a go of it. We think we can. May Allah, the all-merciful, all seeing, speed on its way to us this little (postage free) card."

"PS: TIME'S fee as a story teller is only 10 cents a week and that, so far as we know, never held a Sultan back."

BUSINESS IS Swell!

Newark and North Jersey families are continuing to buy more of our product. Advertising in this market's top medium went into 7,905 more homes the first four months of this year than in the same period of last year. These families have proved ability to buy and a keen desire for what is new, modern. Are they buying enough of your product? Are you using enough advertising in this medium? There's no extra charge for you to talk to these extra families.

Newark Evening News

NEWARK, NEW JERSEY

O'MARA & ORMSBEE, INC., General Advertising Representatives, New York, Chicago, Detroit, Boston, San Francisco, Los Angeles

[790]



MEDIA AND AGENCIES

Collier's Celebrates Birthday
with Largest Issue in 48 Years
—Advertising Spot News

Action Weekly

May 1 was memorable for *Collier's*. It was "the national weekly's" birthday. It also produced the largest issue—dated May 9—in the magazine's 48 years. And this was the second issue under Crowell management in which *Collier's* advertising volume was larger than that of the *Saturday Evening Post*.

It was 112 pages, over all, 59¾ of which were advertising. The previous record was made April 11, 1936, with 108 pages over all, 56¾ of advertising.

The May 9 issue, moreover, was not so large as it might have been. Mechanical facilities would not permit. Seventeen advertising pages scheduled for it had to be put in other issues. The *Collier's* people think that advertisers' interest in their "action market" is just warming up. They are putting in extra facilities to meet even larger volume.

Issues for the first five months of this year will be 92,294 lines more, or 21 per cent more, than for the parallel period of 1935. And circulation is growing with it. For the first quarter of this year total net paid averaged 2,562,877. In the same quarter of 1935 it was 2,437,680.

The reasons are in the magazine.

This is the way Thomas H. Beck, for 11 years editorial director of *Collier's* and more recently also president of Crowell Publishing Co., interpreted them to SALES MANAGEMENT.

"We try to have a sane, cheerful and non-partisan viewpoint toward men and affairs. We try to be aggressive and timely—to write about living interests and issues. To appeal to active and intelligent people.

"That means, to youth. To people who do things, and buy things.

"*Collier's* has 31 of its own correspondents throughout the country, keeping their fingers on the public pulse. We are concerned with interpreting people's thoughts and life, and not with shoving our opinions down their throat.

"The magazine is edited in New York, but one can become as provincial there as any place else. And if our editors sat back in their chairs the nation and the world would move on without them. Viewpoints and habits are changing. Every year 2,000,000 young people in this country are coming of age. A few years more and they will be the leaders in our national life. To interest and stimulate them, we must know them.

"In addition to staff specialists on politics, aviation, sports and other activities, and in addition to resident correspondents, our executives and editors travel about to learn things and people. Thirty-three executives and editorial people on the four Crowell magazines, for example, went out to the Pacific Coast last year."

A good example of *Collier's* editorial aggressiveness, its timeliness, and its desire to base its articles on first-hand source material, occurred a couple of years ago during the Sino-Japanese conflict. *Collier's* wanted an accurate interpretation of Japan's aims, expressed from the American point of view. It wanted answers to the questions: Why is Japan unique among the nations? What makes her behave the way she does?

Collier's telephoned Lord Lytton in London. Lytton had just returned from the Orient where he headed the League of Nations Commission to investigate the Sino-Japanese situation. The editor said he wanted an interview; would Lord Lytton grant one, if *Collier's* sent a writer to London? Lord Lytton said yes, and the same day William G. Shepherd left on a fast liner to get the story.

Shortly thereafter, *Collier's* published the interview, an authoritative and understandable analysis of the whole situation.

Another example of aggressiveness cited by Mr. Beck: *Collier's* was in need of a cover for an election-week issue. The general idea for the cover was decided upon, and Lawson Wood was picked as the artist to handle it. But Wood was in



"There's Higher Ground, Boys," was *Collier's* caption for this recent cartoon. Editorially, *Collier's* tries to concern itself with vital national issues, not with trivia and petty "personalities."

SALES MANAGEMENT

Europe, and the time was short. So *Collier's* cabled the idea, Wood sent his rough sketch back by wirephoto, it was approved by cable, the artist finished the picture and it arrived in time by express liner. Speed is one of *Collier's* chief characteristics.

Although *Collier's* prosperity is recent, its progressiveness is 48 years old. The magazine was started by P. F. Collier & Son, book publishers. The son, Robert J., was active for many years in the "Progressive" movement. Crowell acquired the magazine in 1919.

The year 1925 was *Collier's* turning point. Editorially, it marked the beginning of a sustained crusade against Prohibition. *Collier's*, it was said, was the pioneer in this. Itself "dry" before Prohibition, it nevertheless found, as the result of thorough investigations and devastating disclosures, that the Prohibition cure was worse than the disease.

The nation's attention was turned on the magazine. Circulation, which had been only 1,000,000 in 1925, rose in the next six years at the rate of about 200,000 a year. But advertising progress was slower.

Editorially, the magazine has no "platform" and backs no party. William L. Chenery, editor, and his staff think not in terms of Republicans and Democrats but rather in terms of issues. They are equally opposed to Democratic and Republican reactionaries. They have supported Mr. Roosevelt's Administration on some issues and have damned it on others.

Collier's, Mr. Beck said, has recognized that people—the active market—today have "more time but less leisure." Although they are working shorter hours, motoring and movies and golf and other things are competing for their time. *Collier's* is written so that he who runs may read. Brevity prevails. One phase of this was expressed in *Collier's* development of the "short short story."

Mr. Beck told of one serial purchased which went 90,000 words. "We published it in 56,000 words. We paid \$60,000 for it—even though we threw nearly half of it away. Our authors cut, and then we cut some more. We like short paragraphs, short sentences and easy words. Not because our readers are a lot of goofs, but because our business is to get read. To be read we must be stepped up to the mental pace of our readers."

Promotion Men to Meet

According to an announcement by Dan A. Sullivan, of the Pittsburgh Press and president of the National Newspaper Promotion Association, that organization's annual convention will be held at the Hotel Statler, in Boston, June 28 to July 2.

Agency Notes

Edward R. Grace, president of Grace & Bement, Inc., has been elected president of the Adcraft Club of Detroit. Other officers are: First vice-president, Homer D. Clemons, Detroit manager of Outdoor Advertising, Inc.; second vice-president, L. Grant Hamilton, of Campbell-Ewald; secretary of the board, William F. Panzer, president of Standard Sales Service, Inc.; treasurer, Hal G. Trump, secretary, Fred M. Randall Co.; secretary-manager, Harold M. Hastings.

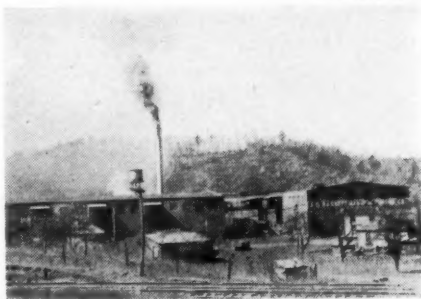
Herbert H. Frost has joined Ferry-Hanly Co. and will serve as radio and merchandising counsel. Mr. Frost founded and was for several years president of the Radio Manufacturers Association, and has also been connected with E. T. Cunningham,

Business is GOOD in BASSETT, VA.

—typical of the 16,000 small towns where
500,000 families read GRIT every week



MAIN BUSINESS SECTION



FURNITURE FACTORY EMPLOYS 500



500 WORK IN THIS PLANT



TYPICAL HOMES

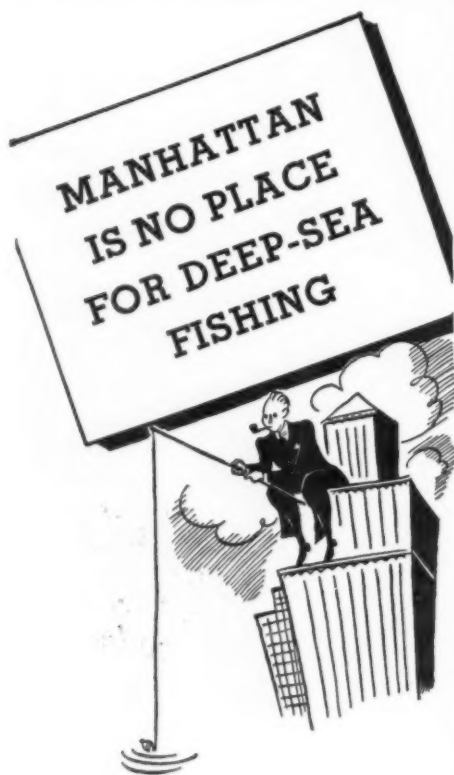
Five furniture plants and a knitting mill provide steady work for Bassett's population of 2,050, comprising 458 families. There are more jobs than men in this town, so skilled workers commute from nearby villages.

Wages are good, living standards are high, retail trade is brisk. Bassett families are able to buy your product.

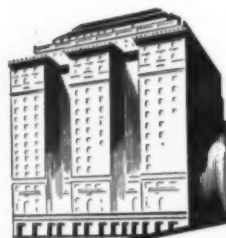
Every week GRIT sells 186 copies in Bassett—the broadest coverage in this town provided by any national publication.

Bassett is just one of the 16,000 thriving, able-to-buy small towns where your business will be better when you put GRIT on your advertising schedules.





Few people come to New York for its mountain air or yet its deep-sea fishing. They come to *do* things — business, shopping, the theatre or what not. You can do things conveniently from the Roosevelt with its ideal location. And the rate is moderate, too. \$4 single and \$6 double.



A
UNITED
HOTEL

The ROOSEVELT
Bernam G. Hines, Managing Director
Madison Ave. at 45th St., New York
(With entrance in the Grand Central Station)

Inc.; Kolster Radio Corp., and Utah Radio Products Corp. . . . N. W. Ayer & Son, Inc., announces the appointment of George W. Cecil as vice-president in charge of copy production; H. Eugene Wheeler as a vice-president, and Charles T. Coiner as vice-president in charge of art.

Herbert Kerkow, formerly with Caravel Films, and prior to his entry into business film production an associate editor of SALES MANAGEMENT, has joined the staff of the Pathoscope Co. of America, Inc., as scenario writer and director of industrial motion pictures. . . . Edward Jacobi has resigned from the space buying department of McCann-Erickson to join the sales staff of Macfadden Women's Group. . . . Donald L. Kaufold, formerly with the William S. Merrell Co., has joined *The Medical World* as advertising manager.

Advertising space will now be available in *The Guild Reporter*, official organ of the American Newspaper Guild. Clyde Beals, manager, is in charge of advertising. . . . Ted H. Doescher, formerly with *House Beautiful* and *Architectural Forum*, has joined the western advertising staff of *American Architect*.

Tom Doyle, for many years associated with BBDO, has joined Geare-Marston Inc., and will be in charge of the business paper division of the media department in their Philadelphia office. . . . Alvin Austin and Ralph Rossiter have merged their advertising interests and hereafter the Alvin Austin Advertising Agency will be known as the Austin & Rossiter Co., with offices at 515 Madison Avenue, New York. . . . G. Frederic Riegel, president of Riegel-Leffingwell, has consolidated his agency's business with that of Geare-Marston, Inc., and will handle the accounts of American Woolen Co., Brooks Brothers, Blue Bell Importing Corp., A. H. Rice Co., Stehli Silks Corp., and Tubize Chatillon Corp.

Account Changes

W. I. Tracy, Inc., will handle the advertising of Sambo Dairy Product's prepared chocolate drink, which is sold in glass bottles. The product, hitherto sold only at fountains, will be distributed through the grocery trade for home use.



Robert Cody Brown, in charge of national advertising for the *New York Evening Journal* has announced his acceptance of the vice-presidency of L. H. Hartman Co., advertising agency, 444 Madison Avenue, New York. Mr. Brown has been with the *Evening Journal* for the past 14 years, first as salesman, later as head of national advertising with Hearst International Advertising Service.

Seagram's Crown Whiskies to Cecil Warwick & Cecil. . . . T & T Company's "Down Deep"—waterless cleanser—to Mackay-Spaulling Co. . . . Gibbard Furniture Shops, Ltd., of Ontario, and Automatic Sprinkler Co. to N. W. Ayer & Son, Inc. . . . Aro Equipment Corp. to U. S. Advertising Corp. . . . Axton-Fisher Tobacco Co. to Young & Rubicam to handle Spud cigarettes. Scott & Bowne also to Young & Rubicam.

Adjustable Shoe Co., Inc., to Morton Freund Advertising. . . . Certified Money Order Corp. and Detroit Lumber Dealers Association to C. E. Rickerd Advertising Agency. . . . The Food and Grocery Chain Stores of America to Ralph H. Jones Co. Oneida, Ltd., completing a policy of placing individual brands with separate agencies, have appointed BBDO to handle Tudor Plate. Community Plate remains with Geyer, Cornell & Newell. . . .

Vox Co. of Advertising, Inc., will handle the accounts of Sherwood Petroleum Co., Inc., and the Valley Dude Ranch located in Wallpack Center, N. J. . . . The Gless-



Herbert L. Petley resigns his post as secretary of the FCC, Washington, to join Station WHN, New York, as director in charge of sales and promotion.

ner Co. and the Terminix Co., both of Ohio, to the Cincinnati office of the Merrill Advertising Co. . . . Ry-Lock, Ltd., to Gerth-Knollin Advertising Agency of San Francisco. . . . The Custom Trades Bureau to Dameron-Reynes, Inc. . . . The Perey Manufacturing Co. to Robert E. Ramsay Organization.

Media Notes

William B. Gellatly has been appointed sales manager of Station WOR. Mr. Gellatly, who has been in the advertising business for the past 16 years, was formerly a member of the sales staff of CBS and has been an advertising sales representative for the *New York American*, the *Herald-Examiner* of Chicago, and the *New York Herald Tribune*.

Charles Scribner's Sons have sold the publication, *Architecture*, to Mr. Hearst's *American Architect*; the merger to take place with the June issue. *American Architect* was founded in 1876 and *Architecture* in 1900. . . . Norman Biggart has been appointed business manager of *Soda Fountain Magazine* and will also maintain his position as advertising manager of *Tires Magazine*. Both publications are published by Bill Brothers Publishing Co. . . . *Electrical Wholesaling's* annual "Verified Directory" set a new record this year when it secured up-to-date information from every one of the 1,080 wholesalers on the list.

The Janesville, Wisc., *Daily Gazette* has eliminated the differential between the net national and local advertising rates. The action is one which has been discussed at many meetings in recent years of newspaper publishers, advertising agencies and advertisers, and the *Gazette* is one of the first newspapers in the country to eliminate the difference. The *Gazette's* national rate remains the same and the local rate has been increased to a point where its average will be that of the net national.

Marketing Flashes

(Continued from page 778)

ads, though price changes can be made almost the minute after they occur in the wholesale markets. A & P's private brands will get the most plugging, but national brands are also included in "reminder" announcements. According to Muzak officials, "announcements use a new technique of reiterated suggestion, rather than annoying command." They further "remind employees of management policies devised for the customer's convenience."

This advertising angle is entirely separate from Muzak's regular service of wired radio entertainment for hotels, restaurants, etc. While it is yet too soon to judge results, Muzak, A & P, and other advertisers are keeping a sharp eye on the development. If it clicks, there will be more groceries wired for sound, perhaps additional chains will provide tunes and talk for patrons. Maybe a new page in marketing has been turned.

No NBC Ghosts?

Lenox R. Lohr, president of the National Broadcasting Co., delivered a talk on the "Future of Radio" to the American Association of Advertising Agencies assembled for the yearly convention at White Sulphur Springs. During his remarks Mr. Lohr made an admission that is probably without parallel in the history of American business oratory. Said he:

"I would perhaps be more comfortable in merely making an extemporaneous and informal talk to you, but the dignity of the occasion and the importance of the group has prompted me to read a prepared paper. One of my assistants could have written me a paper to read, undoubtedly discussing more ably our problems, but I did not believe that is what you wanted when you invited me here. Whatever the thoughts following may lack, or whatever their merits, they give you sincerely my own personal thoughts and reactions."

Such refreshing candor in a day of ghost-written speeches is deserving of note. Does it mark the beginning of an epoch of "I wrote every word in this speech, cross-my-heart"?

Changing

W. H. Phelps, former president of American Can Co., is elected chairman of the board, succeeding the late F. S. Wheeler. C. E. Green, former v.p. and comptroller, steps into the presidency. W. O. Starr, formerly auditor for the company, becomes comptroller.

Paul M. Bryant, New York sales

and marketing counselor, moves to Chicago as assistant to the president of Zenith Radio Corp. He was associated with President E. F. McDonald, Jr., for a number of years prior to 1925, as advertising counsel for the company.

L. L. Caskey is appointed Philadelphia district sales manager of Republic Steel Corp. J. B. DeWolfe, whom Mr. Caskey succeeds, transfers to the general office in Cleveland to assist George E. Totten, sales manager of the tin plate division.

Robert M. Bovee is the new ad manager for Crescent Manufacturing Co., Seattle, producer of Crescent

Mapleline. He was formerly with Erwin, Wasey & Co., and Farwest Lithograph & Printing Co., both of Seattle.

To the Des Moines Register and Hartford Times, SM's Apologies

SALES MANAGEMENT regrets two serious errors in the May 1st analysis of newspaper circulations. Under Hartford, on page 694, is listed the *Press* with a circulation of 208 copies per 1,000 population. This obviously should be the *Times*, which is the well-known evening newspaper in that city. . . . On the same page, the morning circulation of the Des Moines *Register* is incorrectly given as 84 copies per 1,000. The correct coverage of this newspaper is 209 copies per 1,000. Our apologies to both of these publications.

Nela Park
CLEVELAND, O.
April 10, 1936

APPLIANCE AND MERCHANDISE
GENERAL ELECTRIC COMPANY

*Thank you,
Mr. Sweeney*

Mr. X. F. Sutton
Sound Pictures Corporation
3091 Mayfield Road
Cleveland, Ohio

Dear X:

Please let me congratulate you on the fine job you did for us on the Borden and Busse Film, and also the Toppers and Sweepstakes Pictures. *

We have had a fine reaction from the field, especially, on the Borden and Busse Film and we know how difficult it was for your organization to have planned and completed this fine job in the time you had to work.

I want to add, if it will be of interest to you, that this latest success of yours with our Films just adds to a long list of fine jobs you have handled for us in a prompt and efficient manner.

Here's hoping for a continuation of our fine relations with your outfit, somehow or other, you always seem to come through.

Sincerely,
A. M. Sweeney
SALES MANAGER

* Three Sound Motion Pictures — shot in seven locations from New York to California — shown simultaneously in seventy-five cities with nation-wide radio tie-up — entire job completed in six weeks.

We can handle YOUR slide film and motion picture program with equal satisfaction.

SOUND PICTURES CORPORATION
3091 MAYFIELD RD. CLEVELAND O.



A FEW

SALTY WORDS

TO STAY-AT-HOME
HUSBANDS

A WIFE likes a change of scene as much as a new hat. More, when it means a visit here. Cheerful seaside rooms, inspiring food, and a discerning regard for her comfort and amusement give it special attractions. It's surprising how little a visit costs at these genial, refined hotels. Bring her down soon!

Leeds and Lippincott Company

**Chalfonte-
Haddon Hall**

ATLANTIC CITY

Syracuse Leads in Radio Homes



Four-Fold Power Increase

Under Construction

WHAT ADVERTISER

or Advertising Agency

is ready to install a

PREMIUM DIVISION?

I am fully qualified to manage it. Years of experience in premiums and in agency practice in New York, Chicago and Boston. Now selling premium advertising for a publication. Box 468, SALES MANAGEMENT, 420 Lexington Avenue, New York City.

Census Tract Analysis Will Give Valuable Data on Intra-City Markets

(Continued from page 768)

workers, he finds 431 of them ride cars. Contrary to the belief of some people that street car advertising hits only the lower class, these car riders live in the next to the highest economic tenth. They pay \$35 to \$40 a month rent. Their possessions and the good condition of their homes definitely mark them as members of the upper middle class. More specifically, their economic plane is above 700,000 of Greater Cleveland's million people in buying power and below the top 100,000.

Those who have stepped out to take advantage of the new information find that, by using it to take the guesswork out of allocation, they may change advertising methods. They might not shift an advertising appropriation from newspapers or radio to street cars, but the tract information might very well lead to changing the type of appeal used in the various media whose circulation distribution is known. That is another story. The studies might change the choice of the articles advertised in those respective media.

Radio Changes Since 1930

For instance, it is important to both the radio advertiser and the radio distributor that in 1930, within the boundaries of the highest economic census tracts, 80% of the homes had radio while only 20% of the homes in the lowest economic tenth had them, but that now the respective percentages are 90 for the highest and 80 for the lowest, with the middle tracts varying only slightly.

The merchandiser using outdoor advertising can see at a glance the location of his 24-sheets in relation to the market they should reach.

Such facts are examples of specific information which, added to good judgment, form the basis for intelligent, scientific business decisions.

To show the value of such factual bases for decisions, take the case of a company which is marketing furnace repair service and parts. If that company is to avoid wasteful expenditure of effort on impossible areas, it must know the astounding fact that 79,266 homes (one-fourth of all the homes in Metropolitan Cleveland) have no central heating units; that they heat entirely with stoves. It should know the areas where these 79,266 impossible homes are concentrated and avoid them in its coverage.

In practically all phases of marketing, the census tract data offer executives the opportunity to select exactly the type of person they want to contact—home owner, renter, automobile owner, owner of mechanical refrigeration, etc.—and aim directly at the sections where he lives.

Pinning the Prospects Down

For instance, Mr. Green's general studies for the city as a whole show 179,000 of Cleveland's 319,000 homes in need of repairs—principally paint, paper and minor improvements. The paint manufacturer can thus see an unusually great need for his product. Beyond knowing that such a great need exists, he should know which of these 179,000 potential customers are good prospects and where the good prospects live.

He looks into the detailed figures. He probably wouldn't spend much effort trying to sell the families in census tract M-3 even though all but 139 of its 1,406 homes need his paint—the whole district is shown to be in disrepair; inhabitants are renters; other facts on that section show that landlords are not getting enough rent to justify the expense of painting and that the economic status of those renters is not such as to justify their demanding improvements.

He finds another tract which likewise is not the ideal market. This tract happens to be tagged SH-3; families living there own their homes and they can buy anything, but practically all of their 190 homes are in excellent condition. Most of them—all but 47—are concrete, brick, stone, tile or stucco, needing little paint.

A much better potential market is along the streets of Census Tract U-1, a short distance away. There 536 homes are in need of repairs. The 491 neighboring homes are in excellent condition. There is a natural impetus to bring the disrepaired homes up to the higher standard set by the Joneses or the McGillocodies next door. And added to that is the fact that a majority of the homes in this little area are occupied by homeowners instead of renters. The value of homes, level of rent and number of modern conveniences in this tract show that the people living there enjoy a comparatively high economic standing and probably can afford the needed improvements.

Because of its unusual knowledge of itself, Cleveland is becoming increasingly a test market for national merchandisers. One of the best known national magazines recently had Mr. Green check its Greater Cleveland circulation by census tracts and compare the results with the information on those sections.

Through that study, the magazine is able to show advertisers that its circulation is concentrated throughout the areas of the city of very highest economic and social standards of living.

Some of these facts available in Cleveland are becoming available in other cities which are following Cleveland's lead.

Why We Feature Dealer Helps When We Break New Territories

(Continued from page 745)

writing us for students to fill jobs. Dealers like this service. We have their representatives decorate our own store, create our own displays and the like for school practice, and we insist that their employers come in to see their creations. The effect is good both because the employer is grateful for this subtle form of increasing his business and because *it brings him in to our store.*

This getting the merchant from a far-away territory to visit us is vital in our expansion program, and we spend no small amount of time, even on our preliminary trip, bringing this about, for our facilities for taking care of him mean more to him when he actually sees our factories.

Too, on this sales managerial trip, we offer these five merchants in a town new layouts for their stores—part of our fortune for them. When executed from detailed plans which we prepare to fit each individual store, these layouts impress the lesser merchants of the town as well and bring them into our fold more easily when I and our salesmen later call on them.

Whether dealer helps are large or small, they are a tremendous influence that cannot be over-estimated in opening a new territory. After all, if we can't help John Hodges' store make more money, he can't keep increasing his volume of orders to us. And if he can't make more money, he doesn't need us.

We never laid off a salesman because of depression, and not only have we not had to retreat from either the New Mexico territory or our more

recent expansions, which we followed in the manner outlined for New Mexico, but our new accounts and increased volume further prove that our expansion policies have been sound.

However, after making our bed, we have literally slept in it, for any worthy sales project requires vigilance. In New Mexico, after my preliminary trip with a department head, I went back again with a salesman and covered the same territory, this time calling on *every* firm selling dry goods. First, I introduced the salesman, and again stressed our service. I still spend an average of one week a month there, mostly working out dealer aids, for I believe that nowhere is a sales manager's detective eye more necessary than right on the stamping-grounds of a new or comparatively new selling range.

Even so, in branching out, look to your salesmen—and then look again. In the case of New Mexico, we put on one man who knew the territory and the merchants from A to Z. He was a crack salesman; had been a wizard for another firm. We tried him for a year, and we could have blamed the territory instead of the man for slight disappointment in results, but we didn't. We fired the first salesman and gave the territory to a man from our home organization. I took him around to reassure the merchants that all was "hunky dory." Since then our selling machine hasn't missed a stitch.

Home Office Good Training

What advantage did our salesman from home have? This: He had had intensive training in each of our 12 factories. He had taken part in our manufacture of men's and boys' suits, men's and boys' wash clothing, men's and boys' dress shirts, ladies' silk and rayon underwear, men's rayon and cotton shirts and shorts, ladies' silk, linen and woolen dresses, cotton wash frocks, children's cotton and silk dresses, curtains and men's neckwear. He had seen what went into them. He knew what would wear better where wear was demanded—what to sell the merchant who catered to farmer trade, and what to sell the merchant who catered to country club customers. It was just so much dry goods to the first salesman. To the second, it was glamorous, romantic, real, and valuable—because he understood everything about it.

Too, we have learned in developing a new section not to give a salesman more territory than he can develop. That results in his just hitting the high spots. Then you may have to

Kitchen Modernization

... a New PREMIUM OPPORTUNITY



Kitchen modernization is sweeping the country. Never has there been such a ripe opportunity for premium users to cash in on the demand for modern aluminum utensils.

And never has there been such a line of modern aluminum utensils as is now offered by ALUMINUM GOODS MANUFACTURING COMPANY, makers of Mirro, the finest aluminum.

What a timely buying inducement for your product these modern aluminum premiums offer! Let us develop a plan to fit your needs.

PROMOTIONAL DIVISION



● **EFFECTIVE MAY 4, 1936,
MAJOR TIRE COMPANIES
INCREASE RETAIL PRICES
OF ALL TIRES**

● **GOODYEAR Tire & Rubber
Co., B. F. GOODRICH and
FIRESTONE TIRE & RUBBER
CO. Announce Factory Wide
PAY INCREASES**

These steps are bound to make
an excellent market, better.

Cover this alert free-spending
market at one low cost in the

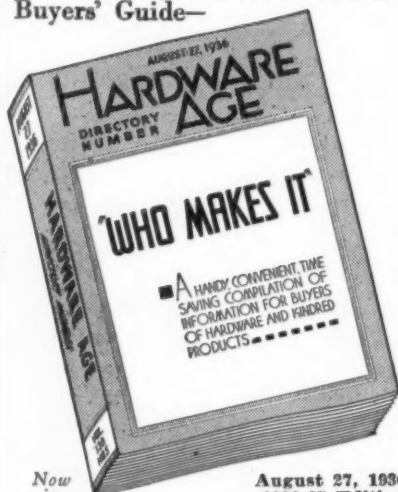
AKRON BEACON JOURNAL

71,597 Average Daily Net Paid Cir-
culation at 16c per line—Milline \$2.23.

Represented by Story, Brooks & Finley

**When They're Looking for
Merchandise Such as Yours**

Be sure they'll find it in their
Buyers' Guide—



Now
in
Preparation

August 27, 1936
1936-37 Edition
will be published

This annual "Merchandise Directory
Number" is the Standard Buyers' Guide
of the hardware trade. Reserve your
space now.



HARDWARE AGE

239 West 39th St. New York
A Chilton Publication
ABC—Charter Member—ABP

put another man with him—the equiv-
alent of taking away some of his ter-
ritory, to his way of thinking. Every
sales manager knows the unpleasant
experience of taking territory away
from a sales representative—or even
one account or town. He doesn't
want to give it up, though he's willing
to take on all you'll offer him.

It became a religion with me, there-
fore, in this expansion, to travel with
the salesman so that I may be able to
determine exactly how much territory
he can take care of. Too, I map out
his route just as religiously. I used
to divide territories by railroads, but
now I use highways. For instance, in
Oklahoma we now use Highway 66
into Fort Smith as the dividing line
for North and South, and Highway
77 as the dividing line East and West.

Even so, the key to getting the ter-
ritory to produce early so that the costs
are not prohibitive—the hardest job
of all—is sharing your fortune, antici-
pating little needs of merchants, and
observing little courtesies. We follow
up the new accounts' first orders with
a hearty, human and enthusiastic let-
ter of thanks—each one dictated from
my office and each one personal. Simi-
larly, we follow up *every order*. In
between orders, we use every possible
holiday and other excuse for writing
letters full of warmth, appreciation and
possibly helpful business-getting ideas.
Then, when the year ends, we send
each dealer a letter of thanks for the
year's patronage with an outline of
the fortune we expect to share with
him in the coming year.

That's what every merchant wants
whether he's in Claremore, Okla., or
Shanghai, China: A fortune. Well-
planned dealer helps can indeed be
the tie that binds a firm to a new ter-
ritory—for they are the fortune a sales
manager can afford to give away.

How Can We Get Our Men to Place More Point-of-Sale Ads?

(Continued from page 776)

heretofore, but entirely on the number
of pieces of point-of-sale advertising
on our new pint package that they put
up in dealer stores. The idea was
accepted, and I organized the contest
along the following lines.

Each of our driver-salesmen had a
definite route to cover. Each group
of six driver-salesmen working adja-
cent territories had a foreman. Every
group of five or six foremen reported
to a district manager. The district

managers reported to the branch man-
ager. And all the branch managers,
of course, reported to Mr. O'Brien,
the operating sales manager.

To each branch manager we said
that in the next selection of a home
office executive from the line organiza-
tion, we would give considerable
weight to the record his branch might
make in the forthcoming prize contest
in placing our point-of-sale advertising.
To each district manager we said that
in our next selection of a branch man-
ager we would consider the records of
every district in the proposed contest.

To the foremen in each branch we
offered three cash prizes of \$10, \$5
and \$3, awarded on the basis of the
average number of pint advertising
pieces found on their routes. We also
told the foremen that in selecting our
next district manager we would con-
sider the showing made by foremen in
this contest.

To all driver-salesmen in a district,
we offered three prizes: \$5 to the
man with the highest number of ad-
vertising pieces up, \$3 to the man with
the next highest, and \$2 to the man
with the third highest. We told every
routeman that when considering him
for a foreman's job, we would look
up his contest record to see how good
he was in getting up our advertising.

How the Contest Worked

We stipulated further:

That each driver-salesman was to be
rated on the basis of 20 of his dealers
selected at random by the checker;

That to qualify for any prize, a
man must have up advertising in at
least half of the stores checked;

That no credit would be given for
more than three pint advertising pieces
per store;

That in cases of a tie, prize money
would be divided equally among those
tied.

We instructed each branch manager
to see to it that every routeman re-
ceived 60 pieces of pint advertising
on Monday morning, and 60 more on
Tuesday morning. We announced,
further, that the check of the routes
to count the advertising would be
started Wednesday morning and must
be completed by Thursday night.

The district managers, branch man-
agers, and all the male clerical help
we could spare from the office made
the check. Each branch manager was
instructed to have his district managers
check, not their own, but some other
district manager's territory.

We provided the checkers with a
simple form for entering the results.
In the left-hand column we had them
write in the dealer's name; in the
center column, his address; and in the

SALES MANAGEMENT

third column, the number of pint advertising pieces up in his store. On the top, the checker wrote the route number and his own name.

This whole scheme was sold to the organization as follows: First, we explained it to branch managers in a special delivery memorandum, with programs attached for the meeting they were to hold that night with their district managers, and for the general meeting of the whole branch sales force to be held the following night.

At the same time we mailed the branch managers their special delivery instructions we also sent them, by express, mimeographed copies of the contest plan for distribution to their whole organization at the conclusion of the big branch sales meeting.

"Pints" from 20th to 3rd Place

Did the contest work?

Well, our check-up showed that we had an average of one pint-advertising piece per store. A few dealers, who had become disgruntled because the pints had not moved, refused to have anything further to do with them and wouldn't let our men place advertising. Most of these dealers, however, when they later saw their competitors selling our pints, took on the item again, and pushed it. But our men put up pint advertising in 90% of the stores on their routes, and in some stores several pieces.

Did this advertising move those pints! By the end of the week we were selling 14,000 and 15,000 a day. The next week we started hitting 20,000 a day. From then on until the end of the season, "Eskimo Pints," from fifteenth place among our 20 products, maintained a steady position in third place.

Without sacrificing any sales on our "pies" or "pops," we had added a new, profitable, big volume product to our line.

What was the psychological effect on the men? We had reasoned, pleaded, and threatened on this subject of putting up point-of-sale advertising, all to no purpose. They just wouldn't believe it was important for sales. And, since they were paid on a commission basis, they simply wouldn't do anything which they believed didn't directly increase their earnings.

When, persuaded by our prize contest to give point-of-sale advertising one good whirl, they saw that it actually *did* move those pints that had been crowding the dealers' cabinets, our men decided that maybe there was something in these window strips and counter cards after all. Although they never hit 90% again, they did keep up

MAY 15, 1936

THE COMPANY WILL APPRECIATE SUGGESTIONS FROM ITS PATRONS CONCERNING ITS SERVICE

1275-6

CLASS OF SERVICE

This is a full-rate Telegram or Cablegram unless its deferred character is indicated by a suitable sign above or preceding the address.

R. B. WHITE
PRESIDENT

NEWCOMB CARLTON
CHAIRMAN OF THE BOARD

J. C. WILLEVER
FIRST VICE-PRESIDENT

WESTERN UNION

SIGNS

DL = Day Letter
NM = Night Message
NL = Night Letter
LC = Deferred Cable
NLT = Cable Night Letter
Ship Radiogram

The filing time as shown in the date line on full-rate telegrams and day letters, and the time of receipt at destination as shown on all messages, is STANDARD TIME.

Received at

PUA23 TWS PAID 4=STPAUL MINN 5 914A

MINUTES IN TRANSIT

WILLARD R DOWNING, EASTERN MANAGER MIDWEST FARM PAPERS INC-
250 PARK AVE NEWYORK NY=

GREATLY IMPROVED BUSINESS CONDITIONS ARE REPORTED BY ROSS FEDERAL FIELD REPRESENTATIVES IN MINNESOTA NORTHDAKOTA AND SOUTHDAKOTA. CROP PROSPECTS FOR THESE INTENSELY AGRICULTURAL STATES ARE EXCELLENT OWING TO THE UNUSUALLY LARGE QUANTITY OF MOISTURE DEPOSITED IN THE GROUND BY HEAVY SNOWS AND RAINS THIS WINTER. AS REPORTED IN SIOUXFALLS, SOUTHDAKOTA, MOISTURE DEPOSITED IN THE FIRST THREE MONTHS OF THIS YEAR MEASURED 5.61 INCHES, AS COMPARED TO 2.59 INCHES DEPOSITED IN THE CORRESPONDING MONTHS OF 1935. THE SIGNIFICANCE OF THIS YEAR'S MEASUREMENT MAY BE MORE FULLY APPRECIATED WHEN IT IS REALIZED THAT THE AVERAGE MOISTURE REGISTERED IN THESE THREE MONTHS OVER A 46-YEAR PERIOD HAS BEEN 2.60 INCHES.
THE FARMER STPAUL.

A PICTURE of YOUR BEST PROSPECT

... THERE ARE THOUSANDS OF THEM IN "MICHIGAN'S OTHER DETROIT"



"Michigan's Other Detroit" . . . that active, prosperous section of the state with a population equal to that of another metropolitan Detroit . . . has more fat pay envelopes than any other section of the country. Bank clearings are up. Dealer sales are up. Dealer inventories are down. Better-grade merchandise is getting the call. "Michigan's Other Detroit" is EARNING AND SPENDING as never before in recent years.

Get your share of this market . . . with a Booth Newspaper's schedule. Tell your story to more than 275,000 Booth served homes. THERE IS ONLY ONE WAY TO REACH THESE HOMES . . . AND THAT IS THROUGH BOOTH NEWSPAPERS.

Write for this New Data Book

Very little small print, and not too many statistics. You'll find it an interesting presentation of a desirable market . . . and the one and only way of covering it.

BOOTH NEWSPAPERS, INC.

NEW YORK OFFICE

I. A. Klein, 50 East 42nd Street

CHICAGO OFFICE

John E. Lutz, 180 North Michigan Avenue



BOOTH Newspapers

THE GRAND RAPIDS PRESS • THE FLINT JOURNAL • THE SAGINAW DAILY NEWS • THE KALAMAZOO GAZETTE • JACKSON CITIZEN PATRIOT • THE BAY CITY TIMES • THE MUSKEGON CHRONICLE • THE ANN ARBOR DAILY NEWS

[797]

more of our advertising in dealers' stores for the rest of the season than had ever been displayed there before.

If you haven't already tried one, and you're having trouble getting your point-of-sale advertising up where you want it in your dealer stores, just try some adaptation of this prize contest idea I've been describing. It certainly worked like a charm for us. Maybe it might work for you.

How a "Hard to Advertise" Product Is Pushed by B & B

(Continued from page 762)

displays of epidermis. This took better, and produced more sales.

Bauer & Black have periodic salesmen's conventions. The men, when they came in, found in the convention hall a complete window set-up on a stage. Through trick lighting Mr. Norton, who appeared in person, was given the appearance of a poster. As the light came on he stood statue-

like and for a few moments was accepted as such by the salesmen.

Then two juvenile boy actors, dressed as typical kids, walked into the scene. They stopped and commented, as boys will, on the window. Norton then came into motion. He stepped down, took a seat on the window sill, and entered into a selling talk to the boys who plied him with interested questions.

In this manner the sales talk was put over to the salesmen. They broke into applause. More, they later went out into their territories filled with sales enthusiasm.

While they watched the window was revised and worked over. The result was that they told their prospects:

"Why, I saw this display in the making."

It made them feel a personal interest in it. It was psychology working.

The personal appearance of the boy actors gave birth to a new thought and so another bit of evolution.

"The boys added something to the picture," mused an executive at a conference. "Let's add a boy to the display."

So this year the color-photos from which the cut-outs are made show reproductions of a real boy and a real "ideal man." He's another man this year, a bit slenderer, but well muscled with rippling flesh and muscle lines.

"The hook for the kids," they call it.

"Making young customers who will continue to be buyers throughout their lives."

"Capitalizing on every kid's interest in physical development."

"Y. M. C. A's., gymnasiums, athletic clubs and other health groups have been around asking us for the cut-outs to set up in their halls," A. E. Tatham, advertising manager, told SM. "They get 'em."

"Physical directors like the idea. They want the life-like pictures to impress the boys on health values. Druggists have taken a real interest in the plan. One druggist worked out a contest to find the most perfect man in his city. It went over big."

"Another worked out a contest to find the boy between the ages of 12 and 18 who was most likely to develop into the most perfect man. A committee of doctors acted as judges. That increased the interest of the kids mightily. Various other druggists have worked variations of the contest plan."

"The point is that through intelligence an item and a subject formerly taboo have been brought frankly into the open in a manner that has brought no criticism, but, I might say, universal approval."

Trade Paper Ads Back Product

Bauer & Black sell—supporters—only through the drug trade. Double-page spreads have been used in all the leading drug trade publications. News make-up has been employed, with pictures and date-lined stories of a type which grasps the attention of the druggists.

The displays were designed by Zip-prodt, Inc., of Chicago, who have produced everything in them except the metallic counter holders which are manufactured by a metals plant. Displays and advertising are changed more or less through the seasons.

Track and baseball activities are emphasized in the spring, tennis and swimming in the summer, football in the fall and basketball in the winter. It's reaching into the life-interest of youth and, it is believed, making life-time customers.

SALES MANAGEMENT

**Most Interesting
Hotel in CHICAGO**

HOTEL SHERMAN

1700 ROOMS WITH BATH from \$2.50

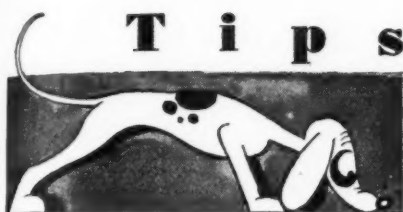
GARAGE

HOUSE ON THE ROOF

HOME OF THE COLLEGE INN

You Can Drive Your Car Right Into

HOTEL SHERMAN



Booklets reviewed below are free unless otherwise specified, and available either through this office or direct from the publishers. In addressing this office, please use a separate letterhead for each booklet requested, to facilitate handling. The address is SALES MANAGEMENT Readers' Service Bureau, 420 Lexington Avenue, New York, N. Y.

Auto-Radio Listeners Shown as Tremendous Market by CBS

Between 3,000,000 and 5,000,000 automobiles in this country are equipped with automobile radios, according to latest information. On the basis of new car sales it is estimated that by the year's end the figure will be close to 5,000,000. What these driver-listeners do with their radios—what significance they represent to firms seeking markets for merchandise—is the subject of Columbia Broadcasting System's latest research, titled "Radio Listening in Autos." CBS tracked down 20,000 names of auto radio owners, through local radio dealers and auto-accessory outlets, touching 46 states, 251 towns and cities, 32 makes of cars. To these people an attractive, none-too-brief questionnaire was mailed; and in addition, 1,000 personal interviews were secured in parking places, garages, filling stations, ferry boats. The result is presented as an adequate sample, though admittedly a small one, on a subject about which there has been much speculation and little definite knowledge. Among the points covered are: Average weekday listening to auto-radio, 2.6 hours per day; Sunday listening, 3.2 hours per day; number of listeners per radio, 2.7. Per cent of owners

who tune in radios while driving, in the evening, 90.6%; in the afternoon, 62.1%; in the morning, 61.3%. Per cent of users who discover new programs, 77.4%; who follow familiar programs, 86.9%. These high spots are amplified and many other pertinent points ably covered in this study, which is of value to all radio advertisers. Requests to Victor M. Ratner, Columbia Broadcasting System, 485 Madison Ave., New York City.

How WMCA Tops the Dial in Metropolitan New York Market

Unique among radio station promotion booklets is that one, just off the press, which from cover to cover is based on the judgments, opinions, and published statements of outside critics and authorities—"WMCA as Others See Us." This presentation of New York City's "top of the dial" station is singularly happy, for it succeeds in capturing the metropolitan flavor of the station and interpreting the distinctive character of the programs presented as no statistical analysis could. WMCA makes no claim to being the "best" station in New York, but with plenty of endorsements of advertisers in the right place, shows how on a dollar-for-dollar basis the advertiser may expect to get his full money's worth in the local market with a personalized selling campaign. Cited as authorities in the booklet are the F.C.C. (for the particular channel which restricts the station to metropolitan New York); *Variety*, which rates WMCA second only to WOR in showmanship; quoted criticisms of WMCA program features by New York newspaper and other publication critics; nine New York newspapers, for featured program listings; and numerous citations by radio engineers, advertisers, and other stations. Enough market statistics, and the usual field intensity map, are included to satisfy the marketer who wishes to apply some of these points to his own New York sales problem. Copies available through Donald Flamm, president, Station WMCA, 1697 Broadway, New York City.

Drive it Home in 1936

A powerful message for business in general and the individual salesman and sales executive in particular has been published in pocket booklet form by the *Chicago Daily News*. Remember that famous slogan of the previous depression—"1921 Will Reward Fighters"? While "Drive It Home in 1936" has not been publicized as much as that earlier teeth-gritter, we believe it has the fundamental punch necessary to do a grand job of morale building—and we happen to know that some thousands of copies of this booklet have been seized by sales organizations and put to work already. It is not an ad for the *News*—it is rather a contribution in the interests of clear thinking, hard work and today's opportunities. Copies available on request to Hilding Alarik, the *Daily News*, Chicago.

Recovery-Leading Michigan Market Analyzed by Booth

In "A Quick Picture of Booth Newspapers Michigan Market," marketing executives are given a comprehensive and detailed analysis of "Michigan's other Detroit." Described as one of America's 15 leading markets, where incomes are high, where skilled labor operates many of the most aggressive manufacturing companies of the country, the specific city markets covered are Grand Rapids, Flint, Saginaw, Kalamazoo, Jackson, Bay City, Muskegon and Ann Arbor. More than a million and a half population in the total marketing area engage in widely diversified industries. Cities range in size from 27,000 to 170,000, making it possible to secure comparative results from campaigns in markets of varying sizes yet with similar characteristics. The study is complete with maps, marketing statistics and characteristics of each city, and circulation and editorial information on the covering Booth Newspapers. Copies on request to I. A. Klein, 50 E. 42nd St., New York City; or John E. Lutz, 180 No. Michigan Ave., Chicago.

Sales Letters!

Can we write? Just see Maxwell Droke's comments on Diamond Letter, issue of May 1. Our stuff makes good. Let's show you how to really sell your line. Send literature for analysis.

Keystone Service, Box 7282, Philadelphia, Pa.

SALES CONTESTS

Planning and Merchandising

Sample copy of our Merchandise Prize Catalog, and brochure, "Information on Sales Contest Operation," furnished to sales and advertising executives without charge.

SALES CONTESTS, INC.

10th Floor American Bldg., Dayton, O.

PHOTOSTATS

COMMERCE PHOTO-PRINT CORPORATION

1 WALL STREET

233 Broadway 56 Pine St.
80 Maiden Lane 33 W. 42nd St.
Dlgy 4-9135-6-7-8

Personal Service and Supplies

Cash Basis Only. Remittance Must Accompany Order.

Classified Rates: 50c a line of seven words, minimum \$3.00. No display.

EXECUTIVES WANTED

SALARIED POSITIONS, \$2,500 to \$26,000. This thoroughly organized advertising service of 26 years' recognized standing and reputation carries on preliminary negotiations for positions of the caliber indicated through a procedure individualized to each client's personal requirements. Several weeks are required to negotiate and each individual must finance for moderate cost of his own campaign. Retaining fee protected by a refund provision as stipulated in our agreement. Identity is covered and, if employed, present position protected. If you have actually earned over \$2,500, send only name and address for details. R. W. BIXBY, Inc., 118 Delward Bldg., Buffalo, N. Y.

HELP WANTED

EXPERIENCED MERCHANDISING AND SALES Promotion Executive. Must have good record of past performances. Splendid opportunity for right man. Write fully of experiences and references.

State age. Salary expected. Box 466, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

POSITION WANTED

YOUNG MAN, AT PRESENT NATIONAL advertising manager of newspaper desires position in advertising, sales promotion or sales department of manufacturer. Present opportunities limited and wishes chance to demonstrate ability secured from nine years' newspaper experience in sales promotion and merchandising. Proven record and best references. Box 467, SALES MANAGEMENT, 420 Lexington Ave., New York, N. Y.

AN EXPERIENCED SALES MANAGER WITH successful record, now employed in middle-west, is locating at Los Angeles, California within the next sixty days. He seeks connection with a responsible firm either as direct representative or manufacturers' or sales agent. Can satisfy principal as to ability, dependability and financial responsibility. Address Box 469, SALES MANAGEMENT, 420 Lexington Ave., New York, N. Y.

TORONTO
MONTREAL
WINNIPEG
LONDON, Eng.

GIBBONS KNOWS CANADA

REGINA
CALGARY
EDMONTON
VANCOUVER



C O M M E N T

BY RAY BILL

HUMAN EQUATION STILL ON TOP: The program of the forthcoming convention of the National Federation of Sales Executives appears in another part of this issue. It is particularly interesting to note that major attention will be devoted to the human equations bearing on modern sales management. People love to tell the old story about building bigger and better mousetraps and then having the world flock to one's door. Yet it seems to us there is a lot of mythology in that old tale. The creation and production of worth-while products which meet with ready customer acceptance are, of course, essential factors, in that they constitute the only sound premise on which to super-impose competent sales management. But the measure of success from this point on depends more on successfully handling human equations than on anything else.

The problem of dealing skillfully with human equations rests clearly upon the executives charged with the management of sales. And that is a big responsibility. For, despite all of the scientific and technological advancements which characterize the forward march of American business, the human equations on the selling side have not been and cannot be glossed over. Indeed, sales management is a technique rather than a science, because of the many human phases which must be considered. These relate not only to lieutenant-generals and salesmen of the manufacturer's own organization but also to the executives and salesmen of the wholesalers and retailers. They also include human relations with the vast army known as the consuming public. Competent sales management must not only deal effectively and gracefully with all these various phases from the standpoint of direct personal contacts, but must also cope with them through the printed page and via the microphone, because advertising itself primarily involves human equations.

The longer one studies the subject of selling, the more one becomes convinced that salesmanship and sales management can never be standardized or mechanized. Not even the visionary elements in the New Deal or a revived NRA can change all this. Hence, it is particularly opportune and significant that the National Federation of Sales Executives should concentrate its attention on a theme of such vital importance not only to sales executives but to the welfare of the nation. No one, particularly any one responsible for profitable sales can *overdo* his study of the human equation in selling. It *pays* to spend more time on trying to master its varied and shifting ramifications.

THE SOCIALISTIC TREND: Throughout the world, the trend toward state socialization of business is so pronounced as to leave most business men gasping. The why of it all is not readily apparent, at least from the standpoint of how such a trend is really making for an improved standard of living for the masses. And this, despite the increased burdens it places upon the wealthier classes. The existence of the trend is nevertheless inescapably evident.

The politicians of most parties are catering to this popular movement. They are in a profession where success is measured by election results. They have found from practical experience that it pays pretty well to be expedient even to the point of fostering unsound legislation and dangerously unbalanced budgets. To berate this status of affairs is not enough. Worth-while solutions can be developed only through definite action. Perhaps the answer lies more with sales executives than with anyone else.

Statistics about unemployment fill the air. On the other hand, comparatively little is being said and done about the *increases* in employment which are being effected chiefly by the enterprise of private business. To be sure, industry has not as yet accomplished all that could be desired, but the actual record *factually* demonstrates the most practical approach to the desired end. The progress of the automobile industry has been outstanding, but the significance of its kind of progress to the unemployment problem and to the welfare of the masses has been handled like the proverbial light under the bushel. Laboring men are no fools. Neither are farmers. And women, too, are quick to grasp the real genesis of bread and butter for their families. But industry needs a new kind of salesmanship to carry its message to the American people—to demonstrate in convincing manner the superiority of the profit system over the impractical concoctions of theoretical office-seekers of any and all parties.

There is no time to be lost. The wave of public opinion, particularly as regards the youth of the nation, is an immediate and close-to-overwhelming challenge. Business should tell the real story of what it has done and what it can do. Sales executives should take the lead in fostering a new kind of cooperation for industry as a whole. They should be the generals of strategy in parading the banner of economic prosperity before the public. Too long have we all thought of these matters in terms of the *intelligentsia*. Too long have we sold ourselves, instead of our real audience. *It is a job which must be done in "popular" terms.*